**FMLM Strategy: 2017-2021**

**Executive Summary**

The Faculty of Medical Leadership and Management (FMLM) is the professional home for medical leadership and management in the UK. Its role is to help every doctor and dentist to be a better leader. In the five years since its inception, FMLM has played a key role in improving medical leadership across the United Kingdom. The next five years will be critical for FMLM to build on a strong foundation and to achieve its vision:

*To see and inspire excellence in medical leadership and drive   
continuous improvement in health and healthcare in the UK.*

**FMLM Transformational Goals to be achieved by 2022**

1. FMLM shall be the first point of contact for medical leadership and management and our *Leadership and management standards for medical professionals* will be recognised by the healthcare sector as the definition of effective medical leadership.
2. FMLM’s work will be underpinned by a demonstrably robust evidence base.
3. FMLM will build an excellent ‘track record’ and reputation for supporting individuals and teams.
4. FMLM will become a powerful advocate for medical leadership, drawing on the evidence to influence at an international, national, regional and local level.
5. FMLM will be financially resilient, sustainable and independent, with a strong and diverse revenue base.

**FMLM’s Guiding Principles**

1. FMLM will promote better healthcare, with optimal outcomes and best use of resources by advancing the standards of medical leadership in all the healthcare organisations it interacts with.
2. FMLM will seek, use and share evidence of best practice in medical leadership to deliver the best outcomes for patients and the wider population.
3. FMLM will work with the health and social care sector in promoting health and access to healthcare, irrespective of race, gender, age, sexual orientation, ethnicity, disability, creed or religion.
4. FMLM shall be the first point of contact for medical leadership and management and will uphold the *Leadership and management standards for medical professionals* through:
   1. certification of individuals
   2. accreditation of programmes and courses, teams and organisations
   3. embedding the standards in internal and commissioned programmes
   4. encouraging organisations to adopt FMLM standards in the development, recruitment, and support of medical leaders.
5. FMLM will ensure it actively engages with its members, including doctors of all grades, from students to established leaders.
6. FMLM will advocate for its members and the wider medical and dental community.
7. FMLM will participate in debate and draw on experience across the UK and internationally to achieve its objectives and influence effectively.
8. FMLM will engage with individuals and teams at local, regional and national level and seek to positively influence the value of medical leadership and management for the benefit of patients.
9. FMLM will be open and transparent in the way that it works and will clearly communicate its aims, ideals, objectives and working practices.
10. FMLM will support its core mission with activities that generate income to ensure that its work is sustainable without compromising its values.

**FMLM Strategy: 2017-2021**

**1. Introduction**

FMLM is over five years old and in that time it has met its founding commitment to become the professional home of medical leadership and management in the UK. At the end of what may be termed the ‘set-up phase’, it is now appropriate to update the strategy, which will guide the organisation over the next five years. To serve patients and meet the fundamental aim of the organisation, a new focus must be formulated. This will include taking a leading role in driving up standards of medical management and leadership, benchmarking the expertise of members and growing the evidence base to bring leadership development into line with clinical improvement. Services to members and organisations will always be a mainstay. The future strategy must deliver these in the most effective and efficient way. Finally, there is a desire for the organisation to develop its influence, being committed to demonstrate leadership on all relevant issues.

**2. Purpose of the strategy**

This strategy document will guide FMLM’s activities over the next five years and act as a standard to be upheld and communicated in order to support engagement with its wide range of stakeholders.

The approach to developing this document is intended to be flexible and iterative, to keep pace with the rapid change in the health systems in all four countries within the UK. Specifically, this document:

* sets out the FMLM story to date, the approach and challenges experienced
* appraises the current position, recognising opportunities as well as gaps
* defines FMLM’s vision
* articulates a set of guiding principles to govern the activities over the next five years
* sets out a ‘road map’ and identifies the high-level priorities for the next five years.

**3. ‘Diagnosis’- Current context and FMLM’s position within the system**

**3.1. Health Systems in the UK**

FMLM is a UK-wide organisation and must represent the four major health systems in which the majority of its members work. It must also be mindful of the variety of other sectors in which its members work (private, public, independent, voluntary/charity, academic and armed forces) and recognise the variety of non-NHS organisations which play an important role in the improvement and provision of healthcare in the UK.

**3.2. Medical Leadership**

Over the last 30 years, medical management roles have become more firmly embedded in the NHS. Doctors bring particular skills, values and credibility to leadership roles in healthcare. However, doctors in leadership roles are not necessarily understood, embraced and engaged optimally across the healthcare system. Approaches and commitment to medical leadership, including from within the profession itself are inconsistent and frequently unhelpful.

Medical and clinical leadership are often prominent in national approaches to system-wide issues. For instance, the NHS England Five Year Forward View recognises the unique step of ‘entrusting frontline clinicians with two thirds – £66 billion – of our health service funding’. Equally, the proposed new models of care all require doctors within broader teams to work differently to deliver joined up, proactive care whereby everyone is practicing to the full extent of their education and training.

Given this major dependency on effective leadership, more needs to be done to reinforce ‘professionalism’ of medical leaders and to enhance its standing by achieving parity with clinical medicine practices. Of course, standards must underpin high levels of performance, so senior roles, education and training must all pass the rigour of accreditation. Focus on these measures will play a crucial part in creating sustainable solutions to the current unprecedented challenges facing all modern healthcare systems. This approach also answers the call in the [Mid Staffordshire Foundation Trust Public Inquiry report](http://webarchive.nationalarchives.gov.uk/20150407084003/http:/www.midstaffspublicinquiry.com/) for the professionalisation of healthcare leadership and the call in [The Report of the Morecambe Bay Investigation](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/408480/47487_MBI_Accessible_v0.1.pdf) for standards of healthcare leadership.

**3.3 Faculty of Medical Leadership and Management**

Over the last five years, FMLM has consolidated its position as **the professional home of medical leadership and management in the UK**. It is in the advantageous position of being owned by all the medical royal colleges and there is no equivalent organisation across Europe. There is growing demand for FMLM to be involved in all aspects of developing and changing the approach and reputation of leadership in the healthcare industry.

The **FMLM membership** grew quickly from its inception, indicating the enthusiasm of aspiring and current medical leaders across the UK for an organisation representing their interest and to meet their need for development, support and recognition. Importantly, 50% of FMLM’s membership since 2011 has consisted of our future leaders: medical students and trainees. These groups have formed their own committees within FMLM to provide representation and resources to their colleagues. The support and recognition given by this next generation is absolutely vital in embedding FMLM’s work in the medical leadership of the future.

The success of FMLM in **professionalising medical leadership** has been underpinned by the publication of [*Leadership and leadership development in healthcare: the evidence base*](http://www.fmlm.ac.uk/evidence) and the [*Leadership and management standards for medical professionals*](http://www.fmlm.ac.uk/standards), a 360-degree feedback tool and a (three level) certification process. In addition, FMLM has a statutory role as a designated body for revalidation and has issued guidance for the appraisal of medical leaders.

The organisation has increased the diversity of its income generation and has achieved a **sustainable financial position**.

FMLM has increased its profile in **leadership development** with a growing number and range of commissions. This activity is being subsumed into **FMLM Solutions** – the consultancy arm of FMLM – which is continuing to grow.

**The annual conference, Leaders in Healthcare,** is growing in international importance through partnership with the global brand of the BMJ. The NHS in all four nations is engaged significantly. In a further partnership with BMJ, **a new online journal dedicated to medical leadership and management,** ***BMJ Leader***, was launched in April 2017.

FMLM has developed its **international networks** and is part of the World Federation of Medical Managers. In the next five years FMLM will seek to develop these links and explore opportunities to learn from and collaborate with individuals and organisations internationally for the benefit of its members and healthcare in the UK.

Going forward FMLM faces a number of challenges to meet the varying needs and expectations of different audiences. Communicating its role, relevance and ambitions to a growing membership will require constant attention and effort. It will need to mobilise its membership to develop networks and engage in efforts to improve leadership and management in their own healthcare organisations, regions and systems. Encouraging early shoots are already in evidence with the trainee steering group, medical student group and GP champions network.

**3.4 Financial Position**

FMLM has been financially self-sufficient over the last five years. Its annual operating costs of £1.25m mean that it is a small and agile organisation. Over time the organisation has diversified its revenue base, with a number of key growth areas:

* + - Membership: 2164 as of March 2016, of which 50% are medical students and trainees
    - Annual conference: Over 800 delegates, sponsors, exhibitors and speakers attended in November 2016.
    - Certification: Launched in October with the first fellowships awarded in November 2016.
    - FMLM Solutions: Delivered projects in primary care, acute trusts and whole health economy settings.

To achieve the strategic goals of the organisations in the next five years, FMLM will need to continue to manage its affairs wisely and efficiently and strive to remain competitive.

**4. Vision**

*“To see and inspire excellence in medical leadership and drive continuous improvement in health and healthcare in the UK.”*

**5. ‘Guiding Principles’**

1. **FMLM will promote better healthcare, with optimal outcomes and best use of resources by advancing the standards of medical leadership in all the healthcare organisations it interacts with.**

FMLM is motivated by the evidence of the importance of medical leadership in the design and delivery of healthcare. It is committed to translating the tradition and ethics of the care of individual patients to benefit wider groups and populations. FMLM will assess the achievements of its members and fellows against this principle and will celebrate, promote and spread the successes of members and fellows.

1. **FMLM will seek, use and share evidence of best practice in medical leadership to deliver the best outcomes for patients and the wider population.**

FMLM is committed to fostering best practice in leadership and management, as demonstrated by its high-quality research and publications. It will promote learning from the leadership of other professions and spheres of endeavour beyond healthcare. FMLM will encourage the publication of peer-reviewed evidence for the best medical leadership and management by our members and fellows within our co-owned journal, *BMJ Leader*.

1. **FMLM will work with the health and social care sector in promoting health and access to healthcare, irrespective of race, gender, age, sexual orientation, ethnicity, disability, creed or religion.**

This principle will underpin all FMLM activities, ensuring that the leadership and management practices serve all of the diverse elements that compose our current and future society.

1. **FMLM shall be the first point of contact for medical leadership and management and will uphold the *Leadership and management standards for medical professionals*.**

The FMLM *Leadership and management standards for medical professionals* must become the cornerstone that professionalise medical leadership and provide rigour to the way in which medical leadership is harnessed in healthcare organisations. The standards and development of a certification system address key recommendations in two major reports – the Mid Staffordshire Foundation Trust Public Inquiry report and The Report of the Morecambe Bay Investigation.

Accreditation of courses, programmes, teams, organisations and medical leadership roles will ensure the embedding the standards in education, training and development of medical leaders.

1. **FMLM will ensure it actively engages with its members, including doctors of all grades, from students to established leaders.**

FMLM’s membership is its core, and its activities aim to support individuals in the shared quest to improve care for patients. Good talent management recognises and supports individuals not yet in formal leadership positions. FMLM has a huge potential resource in the ~1,000 students and junior doctor members. It will continue to grow its support to these emerging medical leaders, helping them to make sound career choices and give them the breadth and depth of experience and skills required to support their development as medical leaders. In addition, FMLM will support those currently in and transitioning through medical leadership roles in all sectors and systems.

Ongoing and meaningful engagement with its membership will define the FMLM approach over the next five years to ensure that its activities are coherent and support the achievement of its vision and its members’ priorities.

1. **FMLM will advocate for its members and the wider medical and dental community.**

FMLM will act as the voice of medical leaders, representing their interests and views in both planned and responsive ways at national, regional and local levels. FMLM will keep abreast of all matters which significantly impact upon medical leaders and medical leadership, and will respond appropriately.

1. **FMLM will participate in and draw on experience from across UK and internationally to achieve its objectives and influence effectively.**

FMLM is in the advantageous position of operating across the whole of the UK. FMLM plans to capitalise on this, strengthening its UK-wide network and providing a platform to share learning and best practice across each health system. Additionally, FMLM will continue to play a major role internationally. As the second largest medical leadership organisation in the world, FMLM will draw on global best practice. Through the annual conference, *Leaders in Healthcare* and *BMJ Leader*, FMLM will share learning across and between health systems.

1. **FMLM will engage with individuals and teams at local, regional and national level and seek to positively influence the value of medical leadership and management for the benefit of patients.**

FMLM’s network of members, fellows, associates and other stakeholders is a critical enabler to achieving its vision. FMLM will develop and strengthen its network to advise, support and influence at all levels of the health system. As the professional home for medical leaders, FMLM will be proactive in the way that it speaks up for medical leadership and work to embed high quality medical leadership in policy, strategic and operational levels.

1. **FMLM will be open and transparent in the way that it works and clearly communicate what it is doing.**

FMLM has a wide range of stakeholders and as such it requires clear, effective communication and transparency in the way that it operates. FMLM will be a trusted partner to a wide range of organisations and will develop robust channels of communication to allow clear messages to support alignment and consistency in the promotion of medical leadership.

1. **FMLM will support its core mission with activities that generate income to ensure that its work is sustainable without compromising FMLM’s values.**

As FMLM increases its profile and scale of operations, it will grow its income-generating activities in line with its vision. Revenue generation will fall largely under FMLM Solutions, with core activities solely focused on furthering the development of high-quality medical leadership. All activities will be consistent with the aims of the organisation.

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| 1. **Outline delivery plan** | | | | | |
|  | **FMLM standards are recognised by the industry as the definition of effective medical leadership** | **FMLM’s work is underpinned by a robust, well communicated evidence base** | **FMLM has an excellent reputation for supporting individuals, teams and organisations** | **FMLM is a powerful advocate for medical leadership, influencing at a national, regional and local level** | **FMLM is financially resilient and independent with a strong and diverse revenue base** |
| **Business plan objectives**  **2017** | *To professionalise medical leadership and management by promoting standards, certification and launch accreditation*   * Promote FMLM standards and develop case studies of their application. * Market fellowship of FMLM attracting 150 applications. * Launch certification of team leader level of fellowship * Develop an accreditation scheme of leadership programmes and courses, accrediting 10 programmes. * Provide 120 360-degree feedback questionnaires. | *To establish academic collaborations to expand the evidence base*   * Identify at least one academic research project for further exploration with academic partners. * Embed the current research evidence in all FMLM activities and messages. * Develop and publish in-depth case studies on successful and effective medical leadership. | *To grow and support our membership in all its diversity, including through leadership development programmes and events*   * Grow membership by 5%. * Achieve membership revenue of £350,588. * Develop and roll out a new, clear member engagement plan to encourage retention to achieve 80% renewal rate for 2017. * Undertake a membership survey to assess member needs by mid-year 2017 and use this to inform, grow and develop the member offer including programmes and events. * Promote the work of existing member networks and groups. | *To grow FMLM’s position as the professional home of medical leadership*   * Use the membership survey to obtain member feedback and support for policies. * Develop policy lines which clearly ‘frame’ each policy position and build them into all external-facing communications, including speeches, presentations and interviews as well as direct mailings, publications, web news and media liaison. * Use the regional conferences to launch policy positions in those nations, championed by regional leads and senior fellows of FMLM. * Target specialist media channels to promote policy messages, including *BMJ Leader*, HSJ and BMJ. * Use *Leaders in Healthcare* 2017 as a platform to reiterate and promote FMLM policy positions. | *To support healthcare organisations to improve their performance through medical leadership*   * Deliver leadership development or projects for at least 10 clients. * Deliver two pieces of follow on work. * Develop six structured methodologies for delivering FMLM Solutions projects. * Build a register of associates with clear indication of their expertise. * Create in depth FMLM Solutions case studies for work delivered in year to help promote the service. * Develop professional marketing materials. |
|  | **FMLM standards are recognised by the industry as the definition of effective medical leadership** | **FMLM’s work is underpinned by a robust evidence base which is well communicated** | **FMLM has an excellent reputation for supporting individuals, teams and organisations** | **FMLM is a powerful advocate for medical leadership, influencing at a national, regional and local level** | **FMLM is financially resilient and independent with a strong and diverse revenue base** |
| **High level plan 2018** | * Award at least 200 fellowship across all levels. * Accredit at least 20 courses and programmes. * Accredit 10 teams and/or organisations for their leadership and management. * Provide 180 360-degree feedback tools. * Have visible support from national organisations across the UK for the adoption of FMLM standards in the recruitment, development and support of medical leaders. * Assess levels of competition for senior medical leadership roles in the UK and the preparation of those applying for such positions. | * Establish FMLM’s research and academic arm. * Progress at least one academic research project with academic partners. * Update the FMLM 2015 evidence review. | * Increase membership by 7.5% above 2017 figures. * Attract at least 30% of board level medical leaders in the NHS as members. * Achieve membership revenue of £450,000. * Grow and refine the membership offer based on 2017 survey. * Develop career development map and resources for each career stage. * Support development of member networks/groups where a need exists. | * Hold roundtable events or issue report on state of medical leadership in the UK. * Increase the profile and reputation of FMLM, FMLM Solutions and medical leadership. * Publish ‘thought leadership’ that influences national policy. | * Deliver leadership development or projects for at least 10 clients. * Continue to publish in-depth FMLM Solutions case studies for work delivered in year to help promote the service. |
| ***Plans for 2019-2021 will be developed as part of annual business plans.*** | | | | | |

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|  | **FMLM standards are recognised by the industry as the definition of effective medical leadership** | **FMLM’s work is underpinned by a robust evidence base which is well communicated** | **FMLM has an excellent reputation for supporting individuals, teams and organisations** | **FMLM is a powerful advocate for medical leadership, influencing at a national, regional and local level** | **FMLM is financially resilient and independent with a strong and diverse revenue base** |
| **Outcome ambitions by 2021** | * NHS organisations across the UK demonstrate the value of medical leadership through:   + using FMLM *Leadership and management standards for medical professionals* in the recruitment, development and support of medical leaders   + recognising the importance of fellowship as a requirement for applicants to medical leadership roles   + *using the 360-degree* feedback tool for aspiring and current medical leaders. * FMLM fellows promote and advocate certification. | * FMLM has, in collaboration, added to the research evidence linking medical leadership and engagement to patient outcomes and identified best practice leadership development for different career stages. * FMLM is part of an established international collaborative of academics, researches and practitioners dedicated to improving leadership for better patient care. | * Healthcare organisations actively encourage doctors to become members of FMLM for the variety of resources and support available. * FMLM members advocate for the organisation in all its facets. * Healthcare organisations commission FMLM Solutions for advice, support and development of medical leaders and leadership. | * Policy-makers recognise FMLM as the professional authority on medical leadership and seek its advice and involvement in policy initiatives. * Medical leadership and management is given greater weight and attention in policy initiatives. | * FMLM is financially sustainable, with a variety of income sources and it reinvests its income to meet its charitable aims. |