

Information and Guidance for Applicants for Founding Fellowship of FMLM

FMLM is pleased to consider applications for founding* fellowship from UK based members who are actively involved in leadership and management at various levels. The three levels of founding fellowship are:

1. Senior Fellowship (SFFMLM)
2. Fellowship (FFMLM)
3. Associate Fellowship (AFFMLM)

This guidance should be read in conjunction with other supporting documentation available to applicants: the [Leadership and management standards for medical professionals \(2nd edition\)](#), a guide to successful application for Fellowship, and guidance for referees. Copies of these documents are available for download from FMLM's website - www.fmlm.ac.uk/membership/fellowship.

** The term founding may be used for fellowships awarded in the first year of the scheme. It will not be used in the post-nominals.*

1. Your application

To qualify for any level of founding fellowship, you must be able to demonstrate your competence against the appropriate domain(s) of [the Leadership and management standards for medical professionals \(2nd edition\)](#) as follows:

Senior Fellowship

In recognition of those members who are established medical leaders, with at least two years Board or system level experience. Applicants will be able to demonstrate their competence in all domains (self, team player/team leader, corporate responsibility and system leadership) of the *Leadership and management standards for medical professionals*.

This level is appropriate for those who perform at board level and have made a significant contribution to leadership and management in the health sector, examples might include Chairs of commissioning groups, and Medical Directors of large hospital trusts etc.

Fellowship

In recognition of those members who are medical leaders and effective leaders and managers of many teams or a very large team at an organisational level. Applicants will be able to demonstrate their competence in the first three domains (self, team player/team leader, corporate responsibility) of the *Leadership and management standards for medical professionals*.

This level is appropriate for those responsible for leading a number of teams, a department, functional area or medium sized business, examples might include department heads, leaders of federations of general practices, or the senior partner within a large practice.

Associate Fellowship

In recognition of those members who are effective medical leaders at a team level. Applicants will be able to demonstrate their competence in the first two domains (self and team player/team leader) of the *Leadership and management standards for medical professionals (2nd edition)* and progress towards the other two domains (corporate responsibility and system leadership).

This level is appropriate for those with an expectation of at least two years' experience of leading a team(s) in formal or informal role, examples might include experienced trainees, consultants and GP partners etc.

Your application for recognition by FMLM should show that:

- you have reached the required standards in medical leadership and management
- you are able to reflect on your values, practice and learning needs as a way of continuous development.

2. Supporting information and evidence

To support your application you will be asked to supply the following information and evidence. All of the information below must be submitted in order for your application for fellowship to be accepted for review by the standards Certification and Awards Committee.

- Application form
- Feedback
- Appraisal documentation
- Your most recent CV

2.1. Application Form

Word limits

A word limit is indicated for each section of the form, this is not an indication of how many words FMLM expect in each section. However the limit should allow applicants sufficient opportunity to give the level of detail the assessors will need to make a judgement.

Personal statement (section 1 of application form)

This maximum 500 word statement should describe what particular personal attributes and key achievements make you a strong candidate for fellowship.

Reflection on values (section 5 of application form)

This 500 word reflective piece should explore your professional practice as a medical leader and manager. This is where the assessors can find evidence that you are working within the FMLM

[*Leadership and management standards for medical professionals \(2nd edition\)*](#). It is important that you are reflective and do not simply provide a description. Reflection is a process in which you consider why you do something in a particular way and includes a rationale for your approach. You may find it useful to consider: What are your core values as a medical leader and manager and how are these demonstrated in the examples? How do the examples show your approach, and how have the experiences affected your subsequent practice? What areas for further development have you identified and how do you plan to address these? A carefully chosen illustration that demonstrates how you have reflected upon your approach is very useful to the assessors.

Evidence of achievement of the Leadership and management standards for medical professionals (2nd edition) (section 3, 5 and 6)

Achievement against the domains of the [*Leadership and management standards for medical professionals \(2nd edition\)*](#) will mean demonstrating:

- **Experience** in leadership and management, and positive impact.
- **Behaviours and capabilities** associated with effective leadership and management
- **Knowledge and insights** of leadership and management, and of improving health outcomes.
- Commitment to **continuing quality improvement**, and
- Commitment to your ongoing **personal and professional development** as a medical leader.

2.2. Feedback

You will need to demonstrate that you have undertaken a 360/multi source feedback exercise from those who have direct knowledge of your work including your manager, colleagues, direct reports and stakeholders on your leadership and performance.

This will be demonstrated in a 360 or multi-source feedback report. The report should have been undertaken within the last three years.

FMLM offer a 360 degree tool designed specifically for doctors and based around the behaviours associated with effective leadership and management, as explained in the Leadership and management standards for medical professionals. For more information on the FMLM 360 please visit the [FMLM website](#).

2.3. Appraisal documentation

You will need to provide evidence that you have undertaken an annual appraisal and provide an appraisal report or summary.

2.4. CV

Please submit your most recent CV.

2.5. Submitting your application

Applications are accepted only through email to fellowship@fmlm.ac.uk.

All forms and supporting evidence must be submitted as PDFs. Other formats will not be accepted. Documentation you provide is stored securely on our server and will be held in confidence.

The application fee will be payable with your application. The fee is non-refundable regardless of the outcome of your application. Payment must be made [online](#).

Founding Fellowship and Senior Fellowship	£350
Associate Fellowship*	£250

**The Associate Fellowship fee has been set for an introductory period. Fee to be reviewed by FMLM.*

3. Referees

Your application must be supported by two senior leaders who are in a position to comment on your leadership and management achievements. At least one referee must be a doctor, registered and in good standing with the GMC; one of the two must be senior to you as an applicant. FMLM will contact your referees once you have submitted your application.

4. How assessment works

Assessors access information direct from the FMLM office and forms are not printed or stored locally by assessors. Applications are assessed by two assessors independently. If both assessors agree on the level of fellowship this recommendation is sent to the Standards Certification and Award Committee (held quarterly) for endorsement and then to the FMLM Board of Trustees for ratification.

If the assessors do not agree on the level of fellowship or whether or not the application meets the required standard, a third assessor will be used.

If two assessors have independently deemed that the application does not meet the criteria for any level of founding fellowship, both assessors will confer to agree the feedback to go back to the applicant.

FMLM will normally notify you of the outcome, with feedback, within four weeks of a Standards Certification and Award Committee or Board meeting. If your application is successful you will be informed and invited to attend a special ceremony to receive your Certificate at the annual conference and will become entitled to the usual member benefits and the use of the post nominal letters appropriate to your fellowship level.

10. Maintaining your fellowship

To maintain your fellowship you must:

- Pay the annual fellowship fee (this is the annual membership fee for your career stage plus 25% for 'Fellow' status)
- Maintain the FMLM [*Leadership and management standards for medical professionals*](#)
- Maintain good standing with the GMC or GDC (for UK fellows; retired fellows must have been in good standing with the GMC or GDC at retirement)
- Be revalidated and achieve satisfactory annual appraisal
- Respect and support the aims and objectives of FMLM
- Abide by the FMLM Standing Orders (note: Articles of Association prepared for when FMLM transition to charitable status)
- Inform FMLM of any charge or conviction for an offence that would reflect on their ability to discharge their role as a medical leader and compliance with the FMLM standards.