



Faculty of  
**Medical Leadership  
and Management**

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**Medical leadership for  
better patient care:**

Support for healthcare  
organisations 2015

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Our vision  
is to see  
and inspire  
excellence  
in medical  
leadership  
and drive  
continuous  
improvement  
in health and  
healthcare  
in the UK.

# About us

The Faculty of Medical Leadership and Management (FMLM) is the professional home for medical leadership in the UK.

FMLM was established in 2011 by all the UK medical royal colleges and faculties and endorsed by the Academy of Medical Royal Colleges (AoMRC). The fundamental objective of our organisation is to raise the standard of patient care by improving medical leadership.

FMLM works to professionalise medical leadership by setting [standards](#), aligned with the General Medical Council's Good Medical Practice and under-pinned by *Leadership and leadership development in healthcare: the evidence base*.

FMLM promotes excellence in leadership on behalf of all doctors in public health, primary and secondary care, from medical students to medical directors, and for health care provider and advisory organisations across the UK.

# Foreword

Welcome to FMLM's plan of support for healthcare organisations.

Medical leadership is still a relatively new field of practice. The first wave of doctors who stepped into such roles has only just retired. So, harnessing experience and developing a body of knowledge has proved challenging for the NHS. This is an area where FMLM has a particular contribution to make. We can draw on a huge pool of expertise backed by robust evidence to pinpoint best practice and offer practical solutions. Whether you turn to us as an individual or on behalf of an organisation we can provide the specialised help and support you need.

We have a common interest, a vision, in making medical leadership effective and successful. So, we invite you to contact us if you would like to discuss how to build the foundations of professionalism in medical leadership for your organisation. Our commitment to excellence in leadership is second to none; and the FMLM's networks and contacts nationwide bear witness to this. Together, we can ensure medical leadership helps to transform services and people's perceptions of healthcare delivery.

We hope we can call on your support, collaboration and resolve to realise that vision for patients as well as our healthcare colleagues in the UK.



**Peter Lees**

**FMLM Chief Executive and Medical Director**



# Our support for healthcare organisations

The [evidence](#) leaves no doubt that good leadership by doctors is critical for healthcare organisations to achieve better patient outcomes and increased productivity. In high performing organisations, the levels of team working and medical engagement are high, with continuous improvement in the value (increased quality and productivity, with reduced costs) delivered by individuals and the organisation to those for whom services are provided.

As well as supporting individual doctors by providing resources for **career development** and opportunities to **network and share learning**, FMLM also offers a range of services for organisations in the healthcare sector to improve the recruitment, support, engagement and leadership development of medical professionals.

We offer:

## Bespoke senior medical leadership development programmes

At FMLM, we know that engagement and leadership development is most sustainable when the programme is designed around the local agenda and delivered in context. We also know that it is critical to build in flexibility to respond to changing political landscapes and emerging needs. FMLM's senior medical leadership programme is designed to support doctors' contribution to the corporate agenda in a persuasive, influential and constructive manner. It combines proven leadership development modules with facilitation to ensure continuity and adaptability.

Through our facilitation, the programme will draw out the individual and collective potential of those involved. Our programme also includes the FMLM Diagnostic, an intensive one-to-one development centre tailored to give medical leaders valuable personal insights into their own behaviour and impact on others, which supports an informed personal development plan.

Our programme is underpinned by the [Leadership and management standards for medical professionals](#) and supported by the [evidence base](#). Our facilitators, who are highly experienced in working with the most senior medical and healthcare professionals, bring continuity, maximise collective learning and help build cohesion in the team. FMLM offers a proven programme design, tailored in detail and local 'fit'.

## External assessors for interview panels

We have a team of trained external assessors, who are experienced medical leaders themselves, available to participate on interview panels for senior medical leadership positions. Our external assessors provide objective, independent experience to your interview panel.

## Revalidation and appraisal support and guidance

FMLM has developed appraisal guidance, based on the [Leadership and management standards for medical professionals](#), for doctors in leadership positions. We also provide a range of appraisal services and resources online, particularly for doctors in senior leadership and management positions.



## FMLM Careers: leadership diagnostic and headhunting service

The healthcare system needs effective medical leaders to ensure the very best services for patients. Effective medical leaders need access to personal leadership and career development and healthcare organisations need to find, develop, support and maximise the potential of their medical leaders.

FMLM Careers supports individual doctors with:

- The opportunity to benchmark current performance and future potential against peers
- The ability to take back control of their own career with a personal development plan mapped to their own skills, competencies, aspirations and ability
- A detailed, objective assessment to feed into both appraisal and revalidation
- Access to impartial, up to date and accurate careers advice from sector experts with access to live opportunities and direct knowledge of the skills and expertise currently in demand nationally and internationally in own area of expertise
- Direct support and vision of the latest medical leadership positions.

FMLM Careers supports healthcare organisations with:

- An executive search proposition, with intelligence and depth of understanding, enabling organisations to make informed decisions based on the strengths and weaknesses of potential candidates
- Crucial data to inform succession planning, talent management, workforce planning and staff training and development
- The ability to make more informed recruitment decisions by providing impartial data on the skills gaps within the organisation and access to the best candidates in the marketplace to fill those gaps.

## Coaching

FMLM has a network of experienced and qualified leadership coaches across the UK to help doctors develop their leadership and management skills.

## Mentoring

FMLM has a national mentoring scheme available for any member, at any career stage. Its purpose is to contribute to improved health outcomes by supporting members to develop the leadership and management aspects of their professional practice, and to grow a pool of skilled healthcare leaders within the medical profession.

## Advisory and consultancy service

FMLM's vast network of senior, experienced medical leaders are available to provide expert advice and consultancy services for organisations that work in healthcare.

# Upcoming offers

This year, FMLM will also launch:

- A **360 degree feedback tool**, available at several levels of leadership for doctors at all career stages (available August 2015)
- **Organisational guidance** on best practice to develop and support medical leaders
- **Accreditation** for individual doctors against the leadership and management standards for medical professionals
- **Group membership** offer so organisations can provide their doctors with access to FMLMs individual member services and benefits. Additional organisational benefits are available through group membership (available June 2015).





## Why work with FMLM?

FMLM is a professional body with the vast experience of its senior medical and non-medical leaders who work across a range of sectors.

FMLM was endorsed by the Francis report and is supported by all medical royal colleges and faculties in the UK and Ireland. It already works with leading healthcare regulatory, professional, educational and training organisations.

FMLM's work is underpinned by the [Leadership and management standards for medical professionals](#) which set out the values and expected behaviours needed for medical leadership and management practice across the UK health sector. The FMLM standards are designed specifically for medical professionals working in the UK, from all specialties, career stages and sectors including NHS, charities, private and independent companies, occupational health and pharmaceutical industry, armed forces, education and academia.

FMLM's work is reinforced by the [evidence base](#): a summary of the most comprehensive, up-to-date review of the evidence for leadership of health services and their effects on patient care has been published by FMLM, The King's Fund and the Center for Creative Leadership.



# Quotes and testimonials

## Participants on bespoke senior medical leadership development programmes

“The experience was very valuable in that it gave me an opportunity to stand back and consider the role and what I’m trying to achieve and where I am going.

“I was able to use the 360 for my appraisal and revalidation and that was very useful.”

**Mr Ian Ritchie, President**

**Royal College of Surgeons of Edinburgh**

“The programme provides the unique opportunity to engage with political leaders and senior NHS management and to understand their roles and responsibilities. The discussions prompted consideration on more effective communication between us, which would then enhance healthcare.”

**Dr Jim Bolton, Associate Registrar**

**Royal College of Psychiatrists**

## National leadership support for the [Leadership and management standards for medical professionals](#)

“I don’t think medical leadership has ever been as important as it is today, and the nature of that leadership has changed pretty radically. It’s no longer a question of people having position and authority, it’s about working with teams and about earning respect.

“Now, establishing clear standards about what is required of the modern medical leader, I think, is absolutely essential if we are to drive those standards upwards and be able to measure medical leadership, but also to encourage doctors to move into medical leadership positions.”

**Mr Niall Dickson, Chief Executive and Registrar**

**General Medical Council**

“We find ourselves at a time in our NHS when never before has medical leadership been so necessary and so important.

“When organisations are in difficulty, those organisations that survive do so by doing three things. Firstly they understand their finances, secondly they ask their customers what they want and thirdly they innovate according to what their customers tell them. Behind all of that is clear, effective leadership of the organisation.”

**Professor Sir Bruce Keogh, National Medical Director**

**NHS England**



For further information about FMLM's services for healthcare organisations, please visit [www.fmlm.ac.uk/organisationalsupport](http://www.fmlm.ac.uk/organisationalsupport) or call us on **0203 075 1471**.



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