



FMLM CPD and Accreditation

Policy and guidance for providers

Version control

Version 1.0	April 2020
Version 1.2	June 2021 – <i>Application via the FMLM Application Portal</i>
Version 1.3	January 2022 (current) – <i>Right of appeal</i>

Introduction

The Faculty of Medical Leadership & Management (FMLM) was established by the Academy of the Royal Colleges in 2011 to champion the improvement and development of medical leadership and management within the medical profession in the wake of the failings within Mid-Staffordshire NHS Foundation Trust. FMLM has produced standards in Medical Leadership & Management for Medical Professionals (2nd Edition published October 2016) based on the GMC's Good Medical Practice principles that should form the basis for annual appraisal and revalidation for individuals whose role includes a medical leadership and management component.

To support the appraisal process, FMLM developed a CPD scheme that underpins CPD in medical leadership and management by accrediting activities that should be appropriately recognised as part of an individual's CPD. This will be achieved by the award of FMLM CPD credits that acknowledge the development of the skills, competencies and behaviours required for leadership and management. The proportion of credits attributable to leadership should reflect the balance of work performed in leadership roles.

The scheme reinforces the Academy of Royal Medical Colleges Ten Principles of Continuing Professional Development and awarding schemes as revised in October 2007. This guidance is intended to provide advice for providers in seeking recognition of the leadership and management elements of education and training activities.

Dr Paul Evans
Medical Director



About the Accreditation and CPD scheme

FMLM is an accrediting body for education and training programmes that meet the FMLM *Leadership and management standards for medical professionals*.

Accreditation provides FMLM members, doctors, dentists, healthcare professionals and healthcare organisations with assurance that a programme has been independently assessed and judged as meeting these important national standards.

FMLM accredits and awards CPD to a range of leadership and management themed programmes, including:

- Conferences and events.
- Short and long-term courses and programmes.
- Academic, award bearing programmes* (eg postgraduate certificates).

*For applications for undergraduate medical school curricula, please see separate guidance [here](#).

FMLM will consider applications with a range of delivery formats including face-to-face, via blended learning or distance learning. Please note that FMLM does not accredit clinical programmes.

Awards are available at two levels:

Full accreditation

Quality assurance and recognition that the programme meets FMLM's *Leadership and management standards for medical professionals*.

Award: Quality kitemark and CPD credits

FMLM accreditation provides a range of benefits to strengthen a providers offer to students/learners and to boost their profile and credentials in this area, including:

- Quality assurance and recognition that the programme meets national standards for medical/clinical leadership and management.
- Use of the FMLM accreditation marque 'Accredited by the Faculty of Medical Leadership and Management' for marketing and course materials for a period of three years.
- CPD credits against teaching content.
- Listing on the FMLM website as an accredited programme and accessible to FMLM members, doctors and healthcare professionals and healthcare organisations.
- One free promotional article in FMLM's popular weekly e-newsletter, signposting the programme to 10,000+ subscribers.
- Up to 20% discount on additional advertising packages aimed at our highly engaged audience.



CPD Credits

Content and learning outcomes align to FMLM's [Leadership and management standards for medical professionals \(2nd edition\)](#) and meet the guidance for CPD set by the Academy of Medical Royal Colleges.

Award: CPD credits only

Guidance for medical professionals

Full guidance is available for medical professionals with regards to CPD requirements. Users can access guidance [here](#).

Guidance for providers

Applications are invited from UK based, or UK-affiliated education and training providers.

Providers should read the following section carefully before applying for accreditation or CPD credits.

How to apply

Applications must be made online through the FMLM application portal. To apply, please visit the [FMLM website](#) and click 'Apply here' for either accreditation or CPD credits. Applications via email will not be accepted.

You will be prompted to sign in on the FMLM website to access the portal using your registered email address and password. Applicants are not required to be members of FMLM to create an account or to submit an application.

You are able to save a draft of your application should you wish to complete it at another time. You can access your saved draft or submitted applications under 'My applications' through your profile on the FMLM website at the top of the page.

All application material, supportive evidence and non-refundable application fee must be submitted online. All documentation that is submitted to FMLM is stored securely on the FMLM server.

Applying for full CPD Accreditation

A submission will consist of an application form and supplementary information:

1. The application form provides an overview of the programme and organisation and specifically, how a programme meets the FMLM *Leadership and management standards for medical professionals*. It is important to provide a sufficient level of detail in your responses to help the assessing committee to gain a full picture of the programme and its nuances.
2. Supplementary information is required to support an application and to provide evidence as to how the standards have been practically embedded and integrated into teaching and delivery (see criteria below).

All sections of the application form must be completed. Guidance has been provided overleaf where specific criteria is required for assessment.

Application guidance notes

Question	Notes
About the Programme	
Learning outcomes	<ul style="list-style-type: none"> Clearly outline the key learning outcomes of the programme, i.e., the knowledge or skills participants will gain through the programme and an understanding of how those skills be will useful to them within their professional roles.
Anticipated number of CPD points	<ul style="list-style-type: none"> One CPD credit equates to one hour of educational activity. A single educational activity cannot attract more than 25 credits.
Recruitment process	<ul style="list-style-type: none"> Briefly describe the process for selection including eligibility and requirements. Specify if recruitment is open/self-selection or recruited from a wider pool of participants.
Equality, diversity and inclusion statement.	<ul style="list-style-type: none"> FMLM recognises the value of equality and diversity, which leads to good medical leadership and management to drive forward improved health and healthcare. Describe how quality, diversity and inclusion has been considered in the development, promotion and delivery of this programme.
Programme content	
Select domain(s)	<ul style="list-style-type: none"> Select which one or more domains of the FMLM standards that the programme has incorporated within teaching content. Applicants do not need to select all four domains if they have not been mapped, or sufficiently covered in the programme. They should seek to address at least two of the domains. Refer closely to the FMLM <i>Leadership and management standards for medical professionals</i>.
How programme meets the domain(s)	<ul style="list-style-type: none"> List modules that evidence how leadership and management content is embedded. Clearly describe how the standards have been mapped to programme content, providing specific reference to how/where/when. Do not state 'Yes' or refer to other sections of the application form or supplementary information. Refer to the FMLM <i>Leadership and management standards for medical professionals</i>.
Faculty	<ul style="list-style-type: none"> Provide details of all faculty involved in the programme management, design and delivery of the programme. Provide specific reference to their experience and expertise in delivering leadership and management focused content.
All other questions in this section	<ul style="list-style-type: none"> Please provide a brief explanation to each question. Do not state 'Yes' or refer to other sections of the application form or attachments.
Supporting Information	
<p>Supplementary information should evidence how the standards have been practically embedded and integrated into teaching. The assessing panel welcome a comprehensive submission of supplementary evidence.</p> <p>Applicants are required to provide:</p> <ul style="list-style-type: none"> Programme or agenda Evaluation or feedback template 	



- If a programme has been delivered previously, at least five anonymised learner/student feedback

Additional supplementary information can include but is not limited to:

- Course/programme prospectus, advert or link to programme website
- Digital resources/materials that supplement learning from one module of a programme or a single session of a short course.
- PowerPoint slides or other supporting materials relating to ‘taught’ content
- Course reading list
- Details of an assessment
- External examiner comments where appropriate

Applying for CPD credits only

Applicants complete a shorter application form which outlines the content and delivery of the activity including:

- How will participants be recognised as evidence of completion of the programme, e.g. certificate of attendance etc.
- An agenda/programme must be uploaded. This should detail the times or duration, content (sessions/modules) and associated faculty.
- Learning objectives aligned to the FMLM Leadership and management standards for medical professionals and must be specific and well defined and appropriate for the target audience.

All sections must be completed in full.

Assessment

Applications are reviewed by assessors constituted of experts from across healthcare and academia and subject matter experts from a range of themes relevant to leadership and management. Assessors are required to have gained FMLM Fellowship (for medical professionals), undertaken comprehensive training and are subject to regular quality assurance checks.

FMLM CPD and accreditation is overseen by the FMLM Accreditation Committee, a sub-committee of the FMLM Board of Trustees.

Timeline

Accreditation	<ul style="list-style-type: none"> • Applications are assessed on a quarterly basis. Dates are published annually on the FMLM website. • Applicants will be informed of the date of the assessment meeting upon submission and will be notified of the outcome of the assessment within 21 days of assessment.
CPD Credits	<ul style="list-style-type: none"> • FMLM aim to process CPD applications within 21 days of receipt. • Applications should not be made less than two weeks in advance of the activity. • Applications submitted with less than two weeks will not be accepted.



Fees

The cost per application, is as follows:

Scheme	Duration of award	Commercial	Not for profit*
CPD Credits	Duration of a single activity	£400 + VAT	£75 + VAT
Accreditation	Three years	£1,200 + VAT	£953 + VAT

**charity registration number is required*

- Discounts are available for multiple applications from a single provider. Please contact accreditation@fmlm.ac.uk to discuss your application needs.
- Providers will be invoiced upon application and will not be issued with the outcome of an application until payment is received.
- The application fee is non-refundable regardless of assessment outcome. See 'Terms and Conditions' for full details. Applicants will be invoiced upon submission and invoices paid within 30 days. Assessment will not be undertaken where invoices are outstanding.

Right of appeal

Applicants have the right to appeal to the outcome of an assessment where there is evidence of unfairness or bias in how the process has been implemented. Appeals will not be granted on the grounds that an applicant disagrees with the assessment, the assessment criteria or the outcome of the assessing committee.

Where procedures have not been followed, or there is evidence of the process not being objective, you may appeal for a review.

The following, not exhaustive, matters would be considered grounds for an appeal:

- The Committee did not consider material duly submitted to support an application.
- Extraneous factors or material were taken into account.
- Unlawful discrimination based on, for example, protected characteristics.
- Bias or conflict of interest on the part of the committee.
- Established evaluation processes were ignored.

Process of appeal

An appeal must be submitted in writing to FMLM within three months (90 days) of the date of notification of outcome and must provide a full account of the grounds for appeal.

The Head of Professional Services will conduct an initial review of the appeal and collect all material relating to the original application and assessment and refer the appeal to an Independent Chair of Appeals.

In the event that the Chair of Appeals considers that there are **insufficient** grounds for an appeal, the Chair of Appeals will write to the applicant to outline the reasons for upholding the assessment outcome within 30 working days of receipt of the appeal. There is no right of appeal against the Chair of Appeals decision.

In the event that the Chair of Appeals considers that there are **sufficient** grounds for an appeal, the Chair of Appeals will convene an Appeals Panel within eight weeks of the appeal having been received or as soon as practical thereafter.

The Appeals Panel will consist of:

- the Chair of Appeals,
- a member of the Accreditation Committee of Senior Fellow level who was not previously involved with the original assessment panel,
- a lay Trustee.

The Head of Professional Services will act as Secretariat to the Appeals Panel and will notify the appellant that a meeting is to be held.

The applicant will be notified of the Appeals Panel meeting and will be invited to make any final written submissions within 14 working days.

The Appeals Panel may invite the original assessing panel to provide an account of the assessment activity and for clarity on the process followed and may seek evidence from any other person concerned with the assessment. Any documents provided to the Appeals Panel will be sent to the Member.

The Appeals Panel will consider the appeal on the ground set out above and may invite any person to give evidence to the Appeals Panel including the Member.

Notification of the Appeals Panel decision will be made, in writing, within 14 working days of the Appeals Panel meeting or as soon as practical thereafter, outlining the reasons for the decision.

In the event that the appeal is upheld, the Appeals Panel will outline the next steps which may include referring the assessment back to a differently constituted assessment panel or to substitute its own finding in place of that of the original assessment Committee.

The decision of the Appeals Panel is final.

Applicants who make an appeal in good faith will not be disadvantaged for future applications for accreditation.

All appeals are reported to the FMLM Board of Trustees.

Terms and Conditions

References

Provider	the organisation that applied for/is granted CPD credits
FMLM	the Faculty of Medical Leadership and Management
Accreditation	the award of full accreditation and CPD credits
CPD	the award of CPD credits only

Programmes are awarded with Accreditation or CPD credits in accordance with the following terms and conditions. Providers must abide by the terms and conditions to retain CPD for the duration of the activity.

1. Accreditation/CPD is awarded to the single individual programme or activity and may not be transferred to any other activity or derived programme delivered by the provider or any other third party.
2. Any award is for the duration of the activity:
 - a. Accreditation: Three years from the date of award
 - b. CPD: the duration of the single activity, individual course, event etc.
 Thereafter the provider is required to resubmit a new application and pay the application fee for subsequent/recurrent/multiple events.
3. The application fee is non-refundable.
4. FMLM will undertake quality assurance audits on an annual basis. As required, providers may be asked to submit relevant information such as participant feedback. Failure to comply with quality assurance requests will impact future applications.
5. The provider should notify FMLM if content is modified to a significant degree within the duration of the activity.
6. The provider should use the following terms in promotional or educational material in relation to the awarded programme only. Providers may not use any other description or representation other than those stated below:

Accreditation: *'Accredited by the Faculty of Medical Leadership and Management'*

CPD: *'CPD credits awarded by the Faculty of Medical Leadership and Management'*

'X CPD credits awarded by the Faculty of Medical Leadership and Management'

7. The provider should use the FMLM marque for the purpose of promotional or educational material in relation to an accredited programme for the duration of the awarded activity.
8. Accredited and CPD awarded programmes are listed on the FMLM website for the duration of the award. Any additional promotion or advertising through FMLM channels is negotiable and payable as a separate arrangement with FMLM.



9. FMLM holds the right to suspend or withdraw any award where there is evidence that the activity:
 - a. fails to maintain the domain(s) of FMLM's *Leadership and management standards for medical professionals*
 - b. fails to deliver an adequate educational service as indicated through participant feedback
 - c. fails to meet the terms and conditions.
10. In the event that FMLM withdraws award (see point 9):
 - c. Providers are unable to use any FMLM marque or branding in relation to the programme or any other activity unless approved in writing by FMLM
 - d. The CPD application fee is non-refundable.

Appendices

APPENDIX 1

Academy Of Medical Royal Colleges Ten Principles Of CPD

1. An individual's CPD activities should be planned in advance through a personal development plan, and should reflect and be relevant to his or her current and future profile of professional practice and performance. These activities should include continuing professional development outside narrower specialty interests.
2. CPD should include activities both within and outside the employing institution, where there is one, and a balance of learning methods which include a component of active learning. Participants will need to collect evidence to record this process, normally using a structured portfolio cataloguing the different activities. This portfolio will be reviewed as part of appraisal and revalidation.
3. College/Faculty CPD schemes should be available to all members and fellows and, at reasonable cost, to non-members and fellows who practise in a relevant specialty.
4. Normally, credits given by Colleges/Faculties for CPD should be based on one credit equating to one hour of educational activity. The minimum required should be an average of 50 per year. Credits for un-timed activities such as writing, reading and e-learning should be justified by the participant or should be agreed between the provider(s) and College/Faculty directors of CPD.
5.
 - a) Self-accreditation of relevant activities and documented reflective learning should be allowed and encouraged.
 - b) Formal approval/accreditation of the quality of educational activities for CPD by Colleges/Faculties should be achieved with minimum bureaucracy and with complete reciprocity between Colleges/ Faculties for all approved activities. The approval/accreditation process and criteria should be such as to ensure the quality and likely effectiveness of the activity.
6. Self-accreditation of educational activities will require evidence. This may be produced as a documented reflection. Formal CPD certificates of attendance at meetings will not be a requirement, but evidence of attendance should be provided, as determined by each individual College or Faculty.
7. Participation in College/Faculty based CPD schemes should normally be confirmed by a regular statement issued to participants which should be based on annually submitted returns, and should be signed off at appraisal.



8. In order to quality assure their CPD system, Colleges/Faculties should fully audit participants' activities on a random basis. Such peer-based audit should verify that claimed activities have been undertaken and are appropriate. Participants will need to collect evidence to enable this process.
9. Until alternative quality assurance processes are established, the proportion of participants involved in random audit each year should be of a size to give confidence that it is representative and effective. This proportion will vary according to the number of participants in a given scheme.
10. Failure to produce sufficient evidence to support claimed credits will result in an individual's annual statement being endorsed accordingly for the year involved and the individual subsequently being subject to audit annually for a defined period. Suspected falsification of evidence for claimed CPD activities will call into question the individual's fitness for revalidation, and may result in referral to the GMC/GDC.

APPENDIX 2

Special circumstances

All doctors who hold a licence to practise should remain up to date with the CPD requirements set out by their Medical Royal College or Faculty. Doctors working less than full time have an equal obligation to provide high quality patient care as do those working full time, and thus should maintain the same commitment to their CPD. Colleges and Faculties, as well as employers, should be as flexible as possible in enabling this commitment to be met for all doctors.

In addition, the local arrangements to facilitate CPD should reflect current NHS guidance on equality and diversity in the workplace. In some circumstances participation in CPD may be difficult or impossible for periods of time. The following are some of the circumstances to be considered, and some of the ways in which these may be addressed:

A rolling five-year programme

A shortfall in CPD activity at the end of a fixed five-year cycle is difficult to make up. However, the use of a rolling cycle allows the average amount of activity to be maintained over five years if a shortfall occurs

Doctors undergoing remediation

CPD will be an essential part of the remediation process

Doctors who are suspended

This is likely to be rare, and the period of suspension before return to work, or a decision on re-training or remediation should be short. Where necessary it should be possible to make up any lost CPD credits over a five-year cycle

Sick-leave, maternity leave or other career breaks

Any deficit in CPD activity should be made up over the remainder of the five-year cycle. This may be achieved either prospectively (where possible) retrospectively after return to clinical work, or a



combination. Where the absence is for more than a year, advice from the College or Faculty should be sought

Doctors who have fully retired from clinical practice

If a retired doctor wishes to retain a license to practise, then the CPD requirements of the College or Faculty should be met. As much flexibility as possible should be provided, and a doctor experiencing difficulty should contact the relevant College or Faculty

Non-consultant career grade doctors

This group of doctors should meet the same CPD requirements as other career grade doctors in their specialty

Doctors working in isolated environments outside the UK

In some circumstances the type of CPD activity available may not conform to the quality standards set by the College or Faculty. The doctor should self-accredit as much CPD as appears justifiable in terms of the learning achieved. Any shortfall should be made up on return to the UK. Periods of absence of more than one year may require specific CPD as agreed with the doctor's appraiser, College or Faculty.