



Faculty of  
**Medical Leadership  
and Management  
Applied**

# **FMLM Applied Strategy**

**2020-23**

# Our purpose

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The Faculty of Medical Leadership and Management's (FMLM) vision is to inspire and promote excellence in medical leadership to drive continuous improvement in health and healthcare in the UK. FMLM Applied's role in achieving this vision is to support healthcare teams, organisations and systems to improve outcomes for patients and populations through effective medical leadership. Drawing on [research evidence](#) and FMLM's *Leadership and management standards for medical professionals*, we provide bespoke packages of advice and support, tailored to healthcare professionals' needs.

Any surplus generated from FMLM Applied programmes is reinvested in the charity to fund leadership research and development initiatives aimed at improving medical leadership for better patient care.

# Our strategic priorities

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Over the next three years, FMLM Applied will focus on three priorities that offer the greatest opportunities to deliver our vision.

## **Developing leaders and teams**

Effective leadership and team-working is critical to improving healthcare for patients. Engaging the clinical workforce - particularly doctors - in the leadership and management of health services, has a tangible impact on quality of care for patients and the performance of organisations in which they work. FMLM Applied draws on this knowledge, as well as experience of working with a wide variety of individuals, organisations, the standards and research evidence. Together, these are used to design and deliver bespoke leadership development for individuals and teams in a range of healthcare settings, including NHS organisations, charities, colleges and societies, pharmaceutical companies and educational institutions.

FMLM Applied will ensure programmes are designed and delivered based on contemporary research evidence and learned experience. Delivery will be by staff and associates who are cognisant of the evidence base and have a robust understanding of healthcare leadership, as well as significant experience and expertise in working with clinical professionals.

New programmes will be targeted where there is most need and where patients will potentially benefit the most. Rigorous evaluation will be the norm and will aim at the Kirkpatrick Model levels three and four, to determine best impact.

## **Establishing partnerships and communities**

Leadership development, tailored to the needs of teams and organisations, requires considerable expertise and experience. Demand for such support is growing. To meet this increasing demand, FMLM Applied will grow the community of associates and ensure there are regular opportunities to support their learning and development to allow the organisation to competently deliver sophisticated leadership development programmes with maximum impact. This will also better reflect the wider professional base, gender and ethnic diversity of clients with whom FMLM Applied works.

Partnerships with organisations whose experience and expertise complements the work of FMLM Applied will also be established. With a critical mass of partner organisations, joint learning and development opportunities may be possible.

FMLM Applied will encourage participants to develop a lasting relationship with FMLM through access to membership, ongoing development and opportunities to promote their leadership outcomes through the Leaders in Healthcare conference and BMJ Leader.

## **Thought leadership and research**

The work of FMLM Applied gives invaluable insights into contemporary leadership challenges. FMLM will use this knowledge and insights of staff and associates to improve leadership practice, leadership development approaches and to influence its research strategy. By sharing and using this knowledge with partner academic institutions, FMLM will stimulate highly relevant research into leadership and leadership development.

# Our approach

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The extensive knowledge and experience of working with clinicians (particularly doctors), has built significant expertise in healthcare leadership development within FMLM. The organisation has become known for a unique delivery approach - a duality of experienced leadership development expert and senior experienced medical leader - in the design and delivery of programmes. This approach brings a valuable understanding to the mindset and motivation of clinicians and the context within which they work. Furthermore, it allows necessary trust to build quickly, enabling deeper and more challenging conversations.

The approach, '**delivery by doctors, for doctors**', sets FMLM apart from other providers and allows significant added value, through the ability to:

- quickly understand issues
- tailor the design of interventions
- establish trust with commissioners and participants
- generate momentum, early support and challenge
- be attuned and empathetic to experiences of participants
- share experience - FMLM Applied staff and associates have 'been there, done that', affording them greater credibility with participants.

As FMLM Applied's work extends to other professions, it will adapt the approach taken, to ensure senior clinical input is appropriate to the participants.

In summary, this first FMLM Applied Strategy sets out how FMLM will build high quality leadership development and leadership advice capacity, to respond to the growing demand for its services. It also sets out how FMLM will capitalise on its parallel research strategy and bring high quality academic rigour and research to healthcare leadership development. FMLM is confident that success in FMLM Applied will contribute significantly to FMLM's aim of improving patient care through better medical leadership.