



Faculty of
**Medical Leadership
and Management**

Certification Policy

Guiding principles of FMLM Fellowship

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Introduction

Patients and healthcare systems require the very best leaders. The Francis and Kirkup reports and the NHS Long Term Plan emphasise the importance of setting standards and highlight the need to professionalise medical leadership in driving the quality of healthcare in which doctors play a significant role.

The Faculty of Medical Leadership and Management (FMLM) award Fellowship as the standard setting organisation for medical leaders in the UK. FMLM Fellowship plays a key role in professionalising medical leadership by accrediting high performing and effective medical leaders against the FMLM [Leadership and management standards for healthcare professionals \(2nd edition\)](#).

Fellowship provides **individuals** with external recognition of a high standard of leadership competence and supports evidence as a high performing medical leader for appraisal, revalidation and career progression.

FMLM Fellowship provides **organisations** with assurance that an individual has been independently assessed as an effective leader and meets national standards. It is also a helpful standard to inform recruitment to leadership roles and to inform education and training interventions.

This policy aims to outline the principles of certification, the process in which Fellowship is awarded.



Eligibility criteria

Individuals must meet the following requirements to be eligible to apply for, and to maintain, FMLM Fellowship status:

1. Hold FMLM membership, and be up to date with their annual membership subscription
2. Be registered with the GMC or GDC and currently holding a licence to practise in the UK
3. To be in good standing with the GMC or GDC, and to remain so if Fellowship is awarded and whilst retained
4. Active participation in revalidation and demonstrate satisfactory annual appraisal
5. Abide by the terms and conditions of Fellowship as set out in this policy.

Terms and conditions

Members are awarded Fellowship in accordance with the following terms and conditions.

Ongoing eligibility

Fellows of the FMLM:

1. Must retain FMLM membership and be up to date with annual membership subscription, paid via direct debit.
2. Must remain registered, and in good standing with, the GMC or GDC, and demonstrate satisfactory annual appraisal if they have a licence to practise.
3. Must notify FMLM within 30 days should the status of their registration or licence with the GMC or GDC change. FMLM will undertake regular checks with the relevant regulators to ensure that Fellows' registration status is compatible with being a Fellow.
4. Fellows who voluntarily remove themselves from the register of the GMC or GDC, i.e. on retirement from clinical practice, must behave in a manner consistent with Fellowship, and not bring into disrepute, or risk bringing into disrepute, the FMLM, the Fellowship or their profession. Fellowship will be withdrawn if this has occurred in the opinion of the Trustees. The Trustees' decision will be final.
5. Fellows who are removed from the register of the GMC or GDC, must immediately relinquish Fellowship of the FMLM, and inform the FMLM of their involuntary removal from the register.
6. Must complete a five yearly declaration to verify ongoing eligibility and to provide assurance that their practice continues to meet the FMLM *Leadership and management standards for medical professionals* and these terms and conditions.

Other

7. The application fee is non-refundable, regardless of the outcome of the application.
8. Fellows may use the following post-nominals to describe their status with the FMLM, whilst they are in good standing with the FMLM:

Honorary Senior Fellowship	Hon SFFMLM
Senior Fellowship	SFFMLM
Fellowship	FFMLM
Associate Fellowship	AFFMLM

9. A list of Fellows will be published on the FMLM website with accompanying profiles. It is the responsibility of the Fellow to ensure the information on the website is up-to-date and should notify FMLM of any changes required.
10. FMLM holds the right to suspend or withdraw Fellowship where there is evidence that the individual fails to maintain ongoing eligibility requirements.
11. In the event that FMLM withdraws Fellowship (see point 10):
 - a. FMLM will write to a Fellow within five working days to communicate their withdrawal.



- b. The Fellow's name will be removed from the published register and they will no longer be able to use the relevant post-nominal.
12. A Fellow may terminate Fellowship and membership of FMLM at any time by contacting FMLM in writing. FMLM will send a confirmation email to Fellows and members whose membership has been cancelled.
 - a. if a Fellow discontinues their FMLM membership they relinquish their award and Fellowship status. The Fellow's name will be removed from the published register and they will no longer be able to use the relevant post-nominal.
 - b. As direct debit users, Fellows who wish to cancel should do so at least ten working days before the direct debit is due, either through FMLM or their bank.
 - c. a membership refund will be allowed if the request is made within 30 days of payment. Any refund made within the 30-day time period will have 10% of the membership subscription charge plus the equivalent of 2 months membership subscription deducted from the total (*FMLM Membership Policy*).
13. In the event that a Fellow terminates their Fellowship and wishes to re-join FMLM and restore their award, they are required to pay a reinstatement fee of 50% of the application fee, in addition to their membership subscription fee.
 - a. Reinstatement is only available within three years of relinquishing the Fellowship. Returning Fellows must have remained in good standing with the GMC or GDC for the full duration of this period. Otherwise, a new application will be required with the relevant fee.
 - b. Once a Fellow has been reinstated, these terms and conditions apply.



Application process

Application forms and full guidance can be downloaded from the [FMLM website](#).

Fellowship is assessed through a process of certification by portfolio. Applications should comprise of an application form and supporting information.

The application form should demonstrate that:

- applicants have reached the required standards in medical leadership and management, and provide sufficient evidence; and
- applicants are able to reflect on leadership values, practice and learning needs as a way of continuous development, and to provide sufficient evidence of this.

Supporting information includes:

1. Up-to-date Curriculum Vitae not exceeding five pages
2. Multi-source feedback/360 report undertaken in the past three years
3. Most recent professional appraisal
4. Nominate two professional referees

[Applicant Guidance](#) will be provided on the FMLM website to be consulted before application.

FMLM has the right to decline an application if:

- the application form is incomplete. All sections, where relevant, should be completed
- any required supplementary information is omitted
- the quality of supporting evidence does not meet FMLM's specification, i.e. type of 360 report or sufficient appraisal output etc.
- the application form fails to adhere to the stated wordcount.

Applications are emailed to fellowship@fmlm.ac.uk and are stored securely and confidentially.

Applicants can view FMLM's privacy notice and data protection policies on the [FMLM website](#).

The average timeline for processing applications is 14 weeks. Applications shall not be assessed until two completed references are received. Applicants are encouraged to notify referees in advance of applying.

FMLM makes every effort to process applications in as timely a manner as possible in line with the committee schedule. Applicants are notified of the timeline at application and at the point of submission of the application to the committee for assessment.



International members

Applications are accepted from members working outside of the UK who are registered with the GMC or GDC and hold a licence to practise in the UK.

One reference must be submitted by a doctor or dentist, registered and in good standing with the GMC or GDC, who is based and in practising in the UK.

Important note

The FMLM team is unable to review applications before submission. Applicants should read the [Guidance for Applicants](#) document that sets out how to approach completing an application. Applicants can also read the [step-by-step guide for applicants](#) on the FMLM website.

Resubmissions

Where an applicant has been asked to provide further evidence in support of their application by the Standards, Certification and Awards Committee, only one resubmission of evidence to the panel will be allowed.

Resubmissions must be made within 6 months of the date of the Committee's request. After this time, a new application will be required with the relevant fee.

Applying for the next level of Fellowship

Once awarded with Fellowship or Associate Fellowship, members are encouraged to continue to develop their leadership experience, skills and contribution. In doing so, FMLM recommend reflecting on their leadership competence against the FMLM leadership and management standards for medical professionals as part of the annual appraisal process, with a view to progressing to the next Fellowship level when appropriate.



Awarding process

Standards Certification and Awards Committee

The role of the Standards Certification and Awards Committee is to assess applications from members and to make recommendations on awarding Fellowship. The Committee also has responsibility for periodically reviewing and improving the certification process on behalf of the membership.

Committee members include medical leaders who have been awarded Fellowship and Senior Fellowship. They are representative of the FMLM membership across career grades, specialities, sectors and geography.

The committee is chaired by the Chair of FMLM who reports to, and acts on behalf of, the FMLM Board of Trustees.

The Committee meets bi-annually and undertakes a benchmarking exercise in order to calibrate the assessment process across all committee members. Committee members also complete a declaration on interest form for every assessment that they undertake to maintain impartiality.

FMLM Fellows who wish to put themselves forward to sit on the committee may email an expression of interest to fellowship@fmlm.ac.uk.

Assessment process

Assessment is undertaken by panels of three Committee members and is overseen by the Chair of the Committee to ensure consistency. Assessments are undertaken on a quarterly basis.

If a panellist declares an interest or association with an applicant, a new panellist will be identified.

It is the Committee's responsibility to assess each application to ensure that applicants sufficiently evidence their experience, competence and achievements against the relevant domains of the [Leadership and management standards for medical professionals](#). Assessment is made strictly against the applicant's ability to adequately evidence their skills, knowledge and experience against the relevant domains of the standards.

The supporting information provided in the multi-source feedback report, CV and references contribute to the evidence supplied in the application form.

If a panel **unanimously agree** on the level of Fellowship, the recommendation to award is sent to the FMLM Board of Trustees for ratification.

If a panel **does not unanimously agree** on the level of Fellowship or there are other concerns regarding an application, the panel may write to the applicant to:



- request additional evidence if it is felt that only this was lacking from the application
- provide feedback where application was unsuccessful.

Ratification

For an applicant who is assessed as meeting the requirements for Fellowship, the Committee submits a recommendation to the Board of Trustees for ratification.

The Board of Trustees meet between three and four times a year and ratify all awards at these meetings. The dates of these meetings are listed on the FMLM website and are closely timed shortly after committee meetings.

FMLM aim to notify applicants within six weeks of assessment.

Fellows receive a formal letter of award, sent via email with a certificate of award. Fellows are invited to attend a Fellowship Awards Ceremony and reception held at the Leaders in Healthcare conference annually.



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, gender, ethnicity, age.
- 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 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 Member 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 Committee member 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 Member 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 Committee or to substitute its own finding in place of that of the original assessment Committee.

The decision of the Appeals Panel is final.

Members who make an appeal in good faith will not be disadvantaged for future applications for Fellowship.

All appeals are reported to the FMLM Board of Trustees.



Contact us

For information, support or guidance, please contact:



fellowship@fmlm.ac.uk



www.fmlm.ac.uk/fmlm-fellowship



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