



Faculty of
**Medical Leadership
and Management**

FMLM five year strategy

From 2022 to 2026

Introduction

FMLM is committed to deliver an updated five-year strategy in 2022. The Covid-19 pandemic significantly disrupted the delivery of healthcare throughout 2020 and 2021, but it has highlighted the importance of medical engagement and leadership to help manage the impact of the disease. Moreover, strong medical leadership will be essential to support the recovery agenda in terms of workforce resilience, managing patient expectation and the introduction of improved innovative healthcare delivery that optimises patient care and value for money.

Background

The Faculty of Medical Leadership and Management (FMLM) was established by all the UK medical royal colleges and endorsed by the Academy of Medical Royal Colleges 10 years ago, in recognition of the importance of effective medical and dental leadership and the impact this has on patient care. The aim was to create a body promoting the recruitment and development of doctors and dentists wishing to be actively involved in healthcare leadership, with FMLM becoming the professional home for medical leadership within the UK. The strategy of FMLM has therefore built on this fundamental aim.

Vision

The original vision when FMLM was established remains applicable for the strategy for 2022 and the next five years but has been updated to reflect progress achieved since FMLM's inception.

To champion, influence and develop excellence in medical leadership to drive continuous improvement in health and healthcare.

Overarching strategy

To deliver this vision FMLM has galvanised its main outputs into three areas:

- The professionalisation of medical leadership
- Improvement of the quality of leadership through evidence-based research
- Leadership development.

To deliver FMLM's current and future strategy it has become increasingly important to work collaboratively and in partnership with key UK institutions. Advice and guidance are sought from across the sector in promoting and enhancing the professionalisation agenda that has enabled FMLM to influence national policy, such as in collaboration with educational bodies across the four nations of the UK and the inclusion of leadership development in specialist training. Many of FMLM's leadership development programmes are devised collaboratively, for example, with the Leadership Academy for the multi-disciplinary regional clinical fellow scheme.

In addition, FMLM proposes, over the next 5 years, to focus on:

- **Global sustainability and development of an 'FMLM green agenda'**. Leadership will be crucial to drive forward the complex change programmes required to optimise effect on the health and wellbeing of future generations. As the professional home for medical leadership in the UK, FMLM is seeking to develop its 'green agenda' to:
 - Demonstrate commitment to creating a sustainable environment for health and healthcare
 - Incorporate 'green' philosophy into leadership development programmes, for example with the latest national clinical fellow scheme in collaboration with the NHS Chief Sustainability Officer for England
 - Create a culture of consideration of sustainability across the membership, with positive influence on the wider healthcare workforce.


Continues

- **Health and workforce inequalities** – FMLM recognises the need to address evidence of health and workforce inequalities in terms of access and opportunity, outcomes and attainment; leadership is crucial to drive this change and secure improvement for patients and the workforce.
- **Expansion of Membership** – Since its inception, FMLM has been a faculty that has supported the leadership of doctors and dentists at all career stages. However, there is a justified case to consider broadening the ‘membership’ of FMLM to include other clinical professionals, as leadership within healthcare is multi-professional and FMLM Standards are very generic. The expansion of national clinical fellow schemes to include pharmacists as well as doctors and dentists has started to introduce this concept, and the Regional Clinical Fellow Scheme will include participation of all clinical disciplines. In addition, the introduction of a scheme for clinical fellow alumni supports this expansion. Therefore, FMLM intends to explore the widening of membership, although due recognition of the individual professional bodies would be necessary.

The professionalisation of medical leadership

FMLM champions medical and dental leadership, encouraging doctors and dentists at all levels to be actively involved in improving healthcare for patients and populations and creating a constructive and inclusive working environment. The continued strategy for the professionalisation agenda is to:

- Increase acceptance of the need for strong medical and dental leadership to optimise future patient care within the UK
- Increase recognition of FMLM as the professional body responsible for the standards required to deliver effective medical leadership
- Maximise uptake of the FMLM [*Leadership and Management Standards for Medical Professionals*](#) (3rd Edition 2020) during recruitment as the defined values and behaviours expected of all doctors and dentists. Encourage and promote an inclusive culture within healthcare organisations, to address workforce inequalities and maximise the opportunity for all to develop their leadership skills and experience, and progress to the highest levels of management within all aspects of healthcare.




To deliver this strategy FMLM will promote membership of FMLM and drive an increase in the number of members above the current 2500 figure. This will involve actively encouraging membership of students, trainees, newly appointed consultants, GPs (whether partners, salaried or locums) and dentists, as well as more senior medical leaders, both inside and outside the NHS, including the newly established international category.

To underpin this expansion, FMLM will continue to emphasise the value of membership to all doctors and dentists as they progress through their careers, including:

- Establishing networks for current and aspiring medical leaders to facilitate constructive dialogue and share experiences on a regular basis, either directly or through FMLM's eNewsletter or jointly owned online journal, *BMJ Leader*
- The ability to attain Fellowship of FMLM to provide a nationally recognised benchmark of an individual's leadership attributes, skills and experience
- The use of medical appraisal, underpinned by FMLM Standards, to continuously develop the knowledge and experience for those with medical leadership roles and responsibilities
- Access to both mentorship and coaching from FMLM accredited sources
- Discounted access to *Leaders in Healthcare* annual conference
- Subscription to FMLM's jointly owned online journal, *BMJ Leader*
- Access to FMLM Navigator, a new tool to provide online assessment of an individual's current leadership capability and where shortfalls may exist, as well as options to address these deficits and the opportunities to progress leadership experience with an assessment of the competencies that would be required to fulfil these roles.


The Membership sub-strategy is expected in June 2022 at Appendix 1.



FMLM will maximise the uptake of [Affiliated Organisations](#) and system affiliated membership of the Faculty, by publicising the benefits to both the organisation as well as the individual. This will involve organisations:

- Embedding FMLM Standards within the job descriptions and/or terms of reference of all their doctors
- Committing to create a positive and inclusive culture
- Promoting a medical appraisal system that supports a doctor's medical leadership responsibilities
- Recognising a sustained approach to the development of medical leadership within their organisation. Specifically through the development of:
 - Newly appointed consultants, GP principals and doctors and dentists working outside the NHS
 - Trainees
 - SAS doctors
- Seeking FMLM advice with comparative data on:
 - Medical leader job descriptions
 - Medical leadership organisational structures and infrastructure
 - The development of a medical leadership and talent management strategy within the organisation.
- Supporting transparent succession planning to ensure strong competency-based appointments
- Taking the opportunity to work with organisations and systems by supporting leadership development to create innovative patient-centred care to maximise the effectiveness of the patient care pathway in terms of quality, experience and value for money.

Moreover, as more importance is placed on integrated care FMLM will explore System Affiliated Membership.



FMLM will increase its role as a Designated Body for the appraisal and revalidation of medical leaders across the UK. This would involve:

- FMLM being at the forefront of appraisal development for those with leadership responsibilities
- Growing the offer of designated body services for small organisations.


Improvement of the quality of leadership through evidence-based research

Since its inception, FMLM has applied the available research evidence in the development of standards, processes for certification, leadership development programmes and other activities. FMLM, in conjunction with The King's Fund and the Center for Creative Leadership, undertook a review of the research evidence in healthcare and published [Leadership and Leadership Development in Healthcare: the evidence base](#) in 2015. [BMJ Leader](#), FMLM's co-owned journal with the BMJ, was launched in 2017 with the express purpose of promoting and disseminating research evidence and encouraging academics and practitioners to publish leadership research for a healthcare audience. Furthermore, research has become embedded within FMLM's annual conference jointly produced with BMJ, [Leaders in Healthcare](#).

The FMLM [research strategy was published in February 2020](#) and proposes a leadership and advocacy role for FMLM in strengthening the role of research and research evidence in healthcare leadership. It also provides guidance for FMLM activities, including organisational and leadership development programmes.

A comprehensive consultation exercise with prominent academics in the health services research community yielded five objectives to guide the FMLM research agenda over the next three years:

- Establish academic partnerships
- Engage FMLM members and fellows in the research agenda
- Influence the national research agenda
- Influence research funders
- Promote and disseminate research evidence.




Research is clearly a collaborative process and the responsibility of multiple stakeholders. This strategy argues that FMLM has a central role in building collaborations and networks as well as identifying the research questions relevant to the UK and internationally. Finally, the strategy identifies a range of indicators to monitor progress and provide quality assurance. In time, FMLM has the potential to become a world-wide hub or 'go to' organisation for academics and practitioners with an interest in medical leadership research. The research sub-strategy is at Appendix 2.

Leadership development

High quality leadership development is essential to support the acquisition of the leadership skills defined in the FMLM *Leadership and Management Standards for Medical Professionals*. Equally, FMLM acknowledges the growing evidence base linking leadership and positive clinical outcomes. Over the course of the previous five-year strategy, FMLM development support has grown significantly, encompassing the four levels defined in the Standards: Individual; Team; Organisation and System. Going forward, FMLM will promote greater solution-finding through leadership development, particularly concerning workforce inequalities and widening participation in terms of access and attainment in leadership. FMLM will also promote the importance of followership as key to assuring successful leadership.

The leadership development strategy (including FMLM Applied) focuses on:

- Developing leaders and teams
- Establishing partnerships and communities
- Thought leadership and research.



In response to the pandemic, FMLM has capitalised on the virtual environment and expanded the portfolio of offers to support medical leadership development at all career stages as well as expansion to other clinical professions. The individual-level support focuses on four areas:

- The development of a range of podcasts and webinars that focus on various attributes that enhance leadership capability
- Leadership development for medical students through support to individual medical school leadership activities (and societies) and through the FMLM Medical Student Leadership Scheme
- Multi-professional clinical fellowship schemes for trainees and early career clinicians in other professions:
 - National Clinical Fellow Schemes (for all clinical professionals)
 - Regional Clinical Fellow Scheme (for all clinical professionals)
- Open access leadership development courses (through FMLM Applied):
 - Tomorrow's Strategic Leader programme
 - College Office Bearers Leadership Development Programme
 - College Council Members Development Programme
 - Collaborations with royal colleges, medical schools, registered medical charities and the pharmaceutical industry.

FMLM Applied, halfway through a three-year strategy is at Appendix 3 and focuses on organisational development with support to teams and organisations and most recently to systems. Programmes are tailored to the specific organisation or team and delivered by FMLM Associates who are highly experienced development experts and senior medical leaders who deliver:

- Support to whole organisation medical leadership strategy design and delivery
- Support to medical leadership development in challenged trusts
- Pandemic-related support services:
 - 'Team X-ray' to support team reflection and recovery
 - Safe space (coaching) conversations to support individuals through the pandemic.

Support to strategy delivery and wider strategic issues

The pandemic has necessitated FMLM exploring greater use of virtual platforms over the past 12 months. Significant benefits have been achieved from home working for the FMLM team, the conversion of all leadership development programmes into a virtual format has given easier access for participants and FMLM's improved reach has enhanced its position as a major global contributor in the field of medical leadership, as demonstrated by the highly successful annual *Leaders in Healthcare* conference in 2020 and 2021. Whilst FMLM hopes for the opportunity to return to face-to-face interactions in the future, the strategy for the next five years will be to continue to explore the virtual environment to increase accessibility and maximise its influence and learning development opportunities.

- **Communications and marketing** – Communications and marketing supports the implementation of the five-year strategy through the promotion of the professionalisation of medical leadership and management, including FMLM membership and organisational offers, the dissemination of income raising activities, including leadership development to promote income growth, and support for research objectives through surveys and other research-related activities. These functions will aim to:
 - Create a national (UK) environment that supports the continued professionalisation and uptake of medical leadership and management through policy dissemination, engaging in topical issues and concerns, and broad promotion of evidence of the benefits of professionalising medical leadership and management
 - Raise FMLM's national and international profile and awareness of FMLM's brand
 - Support opportunities for income generation through the FMLM professionalisation agenda, utilising all available methods of dissemination including online activities, advertising, events and conferences, and media.

- **Move to chartered status** – FMLM occupies a unique position of being the only UK organisation dedicated to improving patient care by supporting and developing the leadership and management capabilities of medical and dental professionals. In the past decade FMLM has made significant progress in professionalising medical leadership as outlined above and is now an independent charity. FMLM plans to apply for chartered status in 2022 and, if successful, the organisation will consider a change in name from ‘faculty’ to appropriately reflect its status as a professional body in the UK.
- **Partnerships and alliances** – FMLM is equally keen to explore future partnerships and/or alliances with organisations that respect the ethos of FMLM Standards as a model for leadership and leadership development. Broadening formal links with universities conducting research or delivering educational programmes creates obvious opportunities, but wider discussion both nationally and internationally will be investigated.
- **Finance** – In 2018, FMLM became an independent charity and formally established its trading arm, FMLM Applied. To become independent, FMLM needed to demonstrate that it was a financially resilient and sustainable organisation with a strong and diverse revenue base. It has achieved this without relying on public funding to support its activities. Income is derived from membership fees, professional services, leadership development programmes and consultancy work which complies with its charitable aims. The FMLM reserves policy is to hold half its annual expenditure in reserve to enable FMLM to weather a temporary significant decrease in income and/or wind up the charity in an orderly manner, in line with best practice guidance for charities. Despite the pandemic, FMLM maintained its reserves and achieved a balanced budget in 2019. FMLM and FMLM Applied successfully completed its first full audit as an independent body in 2020 for the 2019 financial year.

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- FMLM is in a strong position to continue its growth and invest further in achieving its charitable aims. In the coming five years, FMLM will:
 - Invest in services which support the development of high-performing medical and dental leaders and in turn grow its membership and fellowship base
 - Develop a range of comprehensive support for healthcare organisations and systems that value doctors and dentists' roles in improving patient care
 - Extend its range of development and support to professionals from a variety of clinical and healthcare backgrounds
 - Engage and inform medical and healthcare leaders through its international conference and journal
 - Maintain and establish new partnerships and collaborations with academic and healthcare organisations with similar interests and ethos.

To achieve the strategic goals of the organisation in the next five years, FMLM will continue to manage its affairs wisely and efficiently and strive to remain competitive. The FMLM Board and its Finance, Audit and Risk Committee, provide regular oversight and scrutiny of FMLM's financial management.

Appendix

1. Membership Sub-strategy [expected June 2022]

2. Research Sub-strategy:

<https://www.fmlm.ac.uk/sites/default/files/content/resources/attachments/FMLM%20Research%20strategy.pdf>

3. Applied Sub-strategy:

<https://www.fmlm.ac.uk/sites/default/files/content/page/attachments/FMLM%20Applied%20Strategy%202020-23%20.pdf>