

## Information and Guidance for applicants for fellowship at all levels

FMLM is pleased to consider applications for fellowship from UK based members who are actively involved in leadership and management.

This guidance should be read in conjunction with the [Leadership and management standards for medical professionals \(2nd edition\)](#). Further information can be found on the [FMLM Website](#).

### 1. Your application

To qualify for any level of fellowship, you should be able to demonstrate your competence against the appropriate domain(s) of the [Leadership and management standards for medical professionals \(2nd edition\)](#) as follows:

#### Senior Fellowship (SFFMLM)

In recognition of those members who are established medical leaders, with at least two years Board or system level experience. Applicants will be able to demonstrate their competence in all domains (self, team player/team leader, corporate responsibility and system leadership) of the Leadership and management standards for medical professionals.

This level is appropriate for those who perform at board level and have made a significant contribution to leadership and management in the health sector, examples might include Chairs of commissioning groups, and Medical Directors of large hospital trusts etc.

#### Fellowship (FFMLM)

In recognition of those members who are medical leaders and effective leaders and managers of many teams or a very large team at an organisational level. Applicants will be able to demonstrate their competence in the first three domains (self, team player/team leader, and corporate responsibility) of the Leadership and management standards for medical professionals.

This level is appropriate for those responsible for leading a number of teams, a department, functional area or medium sized business, examples might include department heads, leaders of federations of general practices, or the senior partner within a large practice.

#### Associate Fellowship (AFFMLM)

In recognition of those members who are effective medical leaders at a team level. Applicants will be able to demonstrate their competence in the first two domains (self and team player/team leader) of the Leadership and management standards for medical professionals (2nd edition) and progress towards the other two domains (corporate responsibility and system leadership).

This level is appropriate for those with an expectation of at least two years' experience of leading a team(s) in formal or informal role, examples might include experienced trainees, consultants and GP partners etc.

Applications should demonstrate:

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

To support your application you will be asked to supply four types of evidence. Points 6.0 – 6.4 below offers advice on the type of evidence that you could supply to support your application.

## **2. Word limits**

A word limit is indicated for each section of the form, this is not an indication of how many words FMLM expect in each section. The limit should allow applicants sufficient opportunity to give the level of detail the assessors will need to make a judgement.

## **3. Personal statement (section 3)**

This maximum 500 word statement should describe what particular personal attributes and key achievements make you a strong candidate for fellowship.

## **4. Reflection on values (section 5)**

This 500 word reflective piece should explore your professional practice as a medical leader and manager. This is where the assessors can find evidence that you are working to the FMLM [Leadership and management standards for medical professionals \(2nd edition\)](#).

It is important that you are reflective and do not simply provide a description or statements. Reflection is a process in which you consider why you do something in a particular way and includes a rationale for your approach. You may find it useful to consider: *What are your core values as a medical leader and manager and how are these demonstrated in the examples? How do the examples show your approach, and how have the experiences affected your subsequent practice? What areas for further development have you identified and how do you plan to address these?* A carefully chosen illustration that demonstrates how you have reflected upon your approach is very useful to the assessors.

## **5. Evidence of achievement of the Leadership and management standards for medical professionals (2nd edition) (Section 7)**

Achievement against the domains of the [Leadership and management standards for medical professionals \(2nd edition\)](#) will mean demonstrating:

- **Experience** in leadership and management, and positive impact.
- **Behaviours and capabilities** associated with effective leadership and management
- **Knowledge and insights** of leadership and management, and of improving health outcomes.

- Commitment to **continuing quality improvement**, and
- Commitment to your ongoing **personal and professional development** as a medical leader.

## **6. Supporting information**

### **6.1. Curriculum Vitae**

You should submit an up-to-date Curriculum Vitae. Your CV should not exceed five pages.

### **6.2. 360/Multi Source Feedback**

You will need to demonstrate that you have undertaken a 360 exercise or sought feedback from multiple professional sources including your manager, colleagues, direct reports and stakeholders on your leadership and performance. This will be demonstrated in a 360 feedback report.

#### For all Doctors post-CCT

Applicants must undertake and submit a [FMLM 360](#) report as part of their supporting information.

The FMLM 360 tool has been designed specifically for doctors in leadership and management roles. It is available at four levels - team member, team leader, operational leader and strategic leader. Each level defines the qualities that organisations and the people they serve would expect from leaders operating within them and is underpinned by the Leadership and management standards for medical professionals.

More information about accessing the FMLM 360 can be found [here](#).

#### For doctors in training and dentists

FMLM accept all professional 360/multi-source feedback reports on the basis that the report includes sufficient review of your leadership and management role / behaviours / interactions. Your feedback report must not be more than three years old. Those undertaken more than three years ago will not be accepted.

Reports that focus primarily on the clinical aspects of your work will not be accepted as they do not provide assessors with sufficient leadership and management evidence. On this basis you will be asked to undertake and submit a [FMLM 360](#) report.

### **6.3. Appraisal**

You will need to submit your most recent professional appraisal.

#### For all doctors post-CCT

The preferred appraisal tool is the Medical Appraisal Guide (MAG) model appraisal form. Should your employing organisation use an alternative format, please ensure that you send the appraisal output which must include a narrative summary of your appraisal. If the output does not provide a narrative summary, please submit your full appraisal report.

For doctors in training and dentists

FMLM accept all professional appraisals for doctors in training and dentists. Please ensure that you send the appraisal output which must include a narrative summary of your appraisal. If the output does not provide a narrative summary, please submit your full appraisal report.

All appraisals should be complete and signed off or 'locked' by the appraiser. Appraisals must have been undertaken within the past 12 months.

#### **6.4. Referees**

Your application must be supported by two senior leaders who are in a position to comment on your leadership and management achievements. At least one referee must be a doctor, registered and in good standing with the GMC; one of the two must be senior to you.

Applications can only be assessed once FMLM receive both completed references. Please ensure that you notify referees before submitting their names to ensure that they are aware that FMLM will approach them with this time sensitive request.

FMLM will contact your referees once you have submitted your application.

#### **7. Submitting your application**

Applications are accepted by email to [fellowship@fmlm.ac.uk](mailto:fellowship@fmlm.ac.uk).

A non-refundable application fee is payable [online](#) with your application.

All documentation that is submitted to FMLM is stored securely and confidentially on our server.

#### **8. Certification timeline**

The average timeline for processing applications is 14 weeks. There are three stages of the certification process once an application is submitted:

Stage one – Seeking references

- The overall timeline of processing applications can be significantly affected if referees do not return references by the given deadline. Please ensure that you notify referees before submitting their names to ensure that they are aware that FMLM will approach them with this time sensitive request.
- FMLM will make two requests to each referee for the return of a reference. If references are not received after the second request then you are required to submit the name of an alternative referee.

Stage two – Assessment

- Applications are assessed by panels constituted of members of the Standards, Certification and Awards Committee. Assessments are undertaken approximately four times a year.



- If a panel unanimously agree on the level of fellowship, the recommendation is sent to the FMLM Board of Trustees for ratification (stage three).
- If a panel does not unanimously agree on the level of fellowship or there are other concerns regarding an application, the panel will undertake a secondary panel review which is led by the Chair of the Standards, Certification and Awards Committee.

#### Stage three – Ratification

- The Board of Trustees meet between three and four times a year and will ratify all awards at these meetings. The dates of these meetings are listed on the FMLM website.
- FMLM aim to notify applicants within one month of assessment.
- Fellows will receive a formal certificate in recognition of their award and will be invited to attend an annual awards ceremony and reception at the Leaders in Healthcare Conference.

### **9. Maintaining your fellowship**

To maintain your fellowship you must:

- Pay the annual fellowship fee (this is the annual membership fee for your career stage plus 25%)
- Maintain the FMLM [Leadership and management standards for medical professionals](#)
- Maintain good standing with the GMC or GDC (for UK fellows; retired fellows must have been in good standing with the GMC or GDC at retirement)
- Be revalidated and achieve satisfactory annual appraisal
- Respect and support the aims and objectives of FMLM
- Abide by the FMLM Standing Orders (note: Articles of Association prepared for when FMLM transition to charitable status)
- Inform FMLM of any charge or conviction for an offence that would reflect on their ability to discharge their role as a medical leader and compliance with the FMLM standards.

### **10. Applying for the next level of fellowship**

If awarded with Fellowship or Associate Fellowship you are encouraged to continue to develop your leadership experience, skills and contribution. In doing so, we would recommend reflecting on your competence against the FMLM [leadership and management standards for medical professionals](#) as part of your annual appraisal process, with a view to progressing to the next fellowship level where appropriate.

*Should you have any questions please contact FMLM at [fellowship@fmlm.ac.uk](mailto:fellowship@fmlm.ac.uk) or 020 30751471.*