



# Annual Report and Accounts

2012/13

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*This is the first annual report presented to FMLM members. It covers the period April 2012 to September 2013 and includes an update on all relevant activity to date.*

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# About FMLM

The Faculty of Medical Leadership and Management (FMLM) is a UK-wide organisation that commits to develop excellence in medical leadership and management, driving continuous improvement in health and healthcare in the UK.

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FMLM was established by the medical royal colleges and faculties at a meeting of the Academy of Medical Royal Colleges (AoMRC) in January 2011 to improve the quality and cost effectiveness of patient care through good medical leadership and management.

To support this FMLM works to:

- provide a professional home for doctors and dentists from all career stages and specialities with an interest in leadership and management
- sustain a vibrant community that supports members in their aspirations to develop and enhance their leadership, management and team working skills and networks
- promote and support excellence in medical leadership and management
- influence health policy for the benefit of patients and the population.

## Vision and values

FMLM's vision and values were established with input from members throughout 2011-12:

### **Our vision**

Our vision is to see excellence in medical leadership and management, driving continuous improvement in health and healthcare in the UK.

### **Our ethos**

We believe in creating a positive organisational culture which leads to good medical leadership and management and vice versa in order to drive forward improved health and healthcare.

Our members will define the organisation and their views will be reflected in all aspects of our work. We will represent and reflect the diverse communities in which we work and promote equality of opportunity.

We will adopt an inclusive approach and we will encourage and support participation in leadership from all representative groups and disciplines as we believe leadership occurs at all levels, from students to the most senior leaders.

We will show integrity and we will have an honest, open-minded and transparent approach to our work.

The organisation will be lean and efficient to maximise the value it offers.

### **Advocacy**


We value our independence and will challenge the status quo to drive innovation and the delivery of excellence in health and healthcare.

We will promote the value of excellent medical leadership and management and we will generate and share evidence and practical experience of how this improves patient outcomes. We will become a respected contributor to policy development on behalf of doctors in leadership and management, capitalising on our diverse membership which crosses all disciplines and grades.

### **Standards**

We will inspire present and future medical leaders and the wider healthcare sector to achieve excellence in patient care.

FMLM will define, refine and maintain the standards of excellence in leadership and management for doctors. We will take responsibility for the maintenance and embedding of those standards in the education and training of all current and future doctors. We will support our members to demonstrate their skills through the process of appraisal and revalidation.



In pursuit of the highest standards, we are committed to a healthy partnership with our parent medical royal colleges and faculties; the Academy of Medical Royal Colleges; the General Medical Council; medical schools; deaneries, all local and national medical education bodies; and all UK healthcare systems and organisations and peer organisations internationally. Furthermore, we will promote and support responsible officers in their development and the discharge of their statutory responsibilities with regard to revalidation of medical leaders and managers.

# Governance

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Between May 2011 and March 2013 FMLM was governed by a Founding Council, with representatives from all AoMRC member colleges and faculties in the UK. From the outset it was agreed that the Founding Council would operate for FMLM's first 18-24 months to establish the organisation and its long term governance arrangements.

The proposed longer term governance structure is based on achieving charitable status, with a Board of Trustees to carry out responsibilities defined by the Charities Acts and a Council to be responsible for forming policy and making decisions on issues that affect members and membership.

The Founding Council has now handed over to the FMLM Council which has met twice and the Board of Trustees is being established.

## Board of Trustees

The Board of Trustees will execute the responsibilities of trustees as defined by the Charities Acts and related statutes and guidance. The first meeting of the Board is expected to be held in January 2014. The Board of Trustees will consist of the following:

- Chair
- Treasurer
- One representative nominated by the parent colleges
- Three ordinary members of Council
- Two lay members
- Up to three co-opted members

## Board members

The Board appointments and nominations are in progress. The election for the Chair will be held before the end of 2013. Board members will include:

- Chair: Professor Sir Neil Douglas
- Treasurer: Mr David Tolley
- One representative nominated by the parent colleges: Mr Ian Wylie, Chief Executive, Royal College of Obstetricians and Gynaecologists
- Three ordinary members of Council
  - Dr Fiona Mason, Royal College of Psychiatrists
  - Dr Brendan Lloyd, Wales FMLM Regional Lead
  - Professor William Roche, South of England FMLM Regional Lead
- Two lay members: To be confirmed.

## Council

Council represents the membership; it is responsible for forming policy and making decisions on issues that affect the professional activity of FMLM's membership. Council held its first meeting on 9 July and its second meeting in September 2013.

## Council members

### Faculty Officers



Prof Sir Neil Douglas  
FMLM Chair



Mr Peter Lees  
FMLM Medical Director



Mr David Tolley  
FMLM Treasurer

### Regional Leads



Dr Phil Ayres  
Regional Lead,  
England - North



Dr Brendan Lloyd  
Regional Lead, Wales



Air Marshal Paul  
Evans  
Regional Lead,  
Armed Forces



Dr Michael McBride  
Regional Lead,  
Northern Ireland

[photo not available]

Dr Ken Ferguson  
Regional Lead,  
Scotland



Dr Andy Mitchell  
Regional Lead, England  
- London



Dr David Levy  
Regional Lead,  
England – Midlands  
and East



Prof William Roche  
Regional Lead, England  
- South

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## College Representatives

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Prof David Black,  
Royal College of  
Physicians of  
London



Miss Clare Marx, Royal  
College of Surgeons of  
England



Dr Fiona Mason,  
Royal College of  
Psychiatrists



Dr Mike Nevin, Royal  
College of  
Anaesthetists



Col David Morgan-  
Jones, Royal College  
of General  
Practitioners



Dr David Richmond,  
Royal College of  
Obstetricians and  
Gynaecologists

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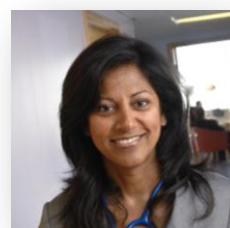
## Trainee and Medical Student Lead



Dr Lola Loewenthal\*

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## Co-opted members



Dr Daghni Rajasingham,  
BME lead

\*Dr Loewenthal hands over to Dr Tom Foley from October 2013.



## Committees

Formal committees of Council include:

- Membership
- Standards, education, training and CPD
- Revalidation (established)
- Communications (established)
- Trainee Steering Group (established)
- Medical Student Group (established)

Formal committees and sub-committees of the Board of Trustees include:

- Finance committee
- Remuneration sub-committee.

## FMLM team

The day-to-day management of FMLM is led by the Medical Director, Mr Peter Lees, and a small team of staff (6.5 FTE) and clinical fellows (1.5 FTE). In 2013, FMLM also attracted interns from the NHS Graduate Management Training Scheme (Ms Kirstie Stott) and Bocconi University in Milan (Mr David Schwarz).

# Key activities and achievements

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## Building a sustainable organisation

In the past 12 months, FMLM has made good progress in becoming a sustainable organisation. The new governance arrangements ensure the ongoing involvement and support of the medical royal colleges as our parent organisations and strong regional representation through the eight regional leads and trainee regional leads.

## Membership support and representation

FMLM has delivered a range of online and offline support to its members since its inception.

### Conference and events

The 2012 inaugural annual conference in Manchester was a resounding success with over 730 members attending for the two days. Feedback from the event was overwhelmingly positive:

- 77% said the conference inspired actions/ changes to how they do their job or work in their environment
- 91% said the conference was well worth their time
- 88% said the opportunity to meet with doctors they would not normally communicate with was valuable
- 53% said engaging with exhibitors at FMLM was valuable
- 93% said they would share their experiences of what they had learnt with colleagues
- 89% said they would recommend attending an FMLM event to colleagues
- 88% said they would attend the next conference.

The 2013 conference 'Leadership: Evidence into Action' will be held in Edinburgh from 15-16 October and will be accompanied by an education day on 14 October.

Several of the regions have also held events to support members to develop their leadership knowledge and skills.

A series of webinars covering a broad range of topics have been held by members for members in 2013.

For the third year running FMLM has partnered with the Royal College of Physicians of London and Eli Lilly and Company to host the Annual Lilly Lecture. Recent speakers were Professor Thomas Lee MD, of Harvard Medical School and Harvard School of Public Health (2012) and Professor Donald Berwick, Former President and CEO of Institute for Healthcare Improvement in the USA (2013). The Rt Hon Stephen Dorrell MP has agreed to give the 2014 Lilly Lecture (April 30<sup>th</sup>).

FMLM was represented at over 87 events (face to face and online events) between April 2012-September 2013.

## Online benefits and resources

A range of information and support tools are available for members online, including:

- Free access to the Learning Leadership resource library (supported by the Chartered Management Institute)
- *Learning Journeys* which include learning resources for specific topics or roles
- Access to FMLM's Bookclub led by member, Dr Tom Turmezei
- Free audiobook of Steve Radcliffe's *Leadership: Plan and Simple*
- Webinar recordings
- Access to career development resources including the *Transitions* series and *Psychometrics* series
- Access to a revalidation helpdesk and example portfolios and guidance
- Signposting to leadership and management events around the UK
- FMLM profile and entry in a membership directory.

Members also receive a monthly e-newsletter about FMLM and related activities including opportunities to be involved. Members can also connect via social media, particularly Twitter and Facebook.

An online communications advisory group, chaired by Dr Tony Berendt, was established in late 2012 to provide guidance on strategy for FMLM's online communications.

## Regionalisation

FMLM has appointed senior medical leads in each of the eight regions who act as the founding regional leads. Elections to the regional lead positions will be staggered over the coming three years. The Trainee Steering Group (see below) has led, in conjunction with the regional leads, the appointment of trainee leads in each region.

## Developing future medical leaders and supporting today's leaders

### National Medical Director's Clinical Fellow Scheme

In 2011, FMLM took on the former CMO's Clinical Advisor Scheme to establish the NHS Medical Director's Clinical Fellow Scheme. In its first year (2011-12) there were 11 clinical fellows, 16 in 2012-13 and now 24 clinical fellows for 2013-14. The scheme has also expanded this year to the North of England.

In addition, Wales and Scotland have developed clinical fellowship schemes and there will be opportunities throughout the year for fellows in Wales, Scotland and England to meet and undertake professional development and learning activities together, including the opportunity to compare and contrast the UK health systems.

FMLM has been working to support its members from various specialties, regions and interest groups.

### **Trainee and medical student members**

Approximately 50% of FMLM members are trainees or medical students. To support both trainees and medical students the Trainee Steering Group and the Medical Students Group have been established, led respectively by Dr Lola Loewenthal and Mrs Rebecca Rohrer. A number of projects and activities are provided and being developed through these groups for members across the UK. Dr Tom Foley, 2013/14 clinical fellow takes over from Dr Loewenthal at the 2013 Annual General Meeting.

### **GPs**

Dr Tariq Siddique and Dr Jane Povey have led a piece of work in the latter half of 2013 which focuses on primary care to:

- Ensure FMLM is relevant to GP members
- Offer support and resources tailored to the needs of GP members
- Increase the number and proportion of GP members.

The findings from their research so far will be presented at the annual conference in Edinburgh.

### **BME leaders**

Dr Daghni Rajasingham is FMLM lead for supporting black and minority ethnic (BME) leaders and is represented on the Council.

Several clinical fellows from the 2012-13 cohort are working on a piece of research to identify the leadership challenges and support available to BME women doctors who are frequently underrepresented in leadership roles.

### **SAS doctors**

A small number of staff and associate specialist (SAS) doctor members have formed a small working group to support other SAS doctors to develop their leadership capability.

### **Independent, private, charitable and voluntary sector doctors**

A group of members from across these sectors has met to discuss how they will ensure FMLM's activities, membership offer and representation equitably support those working outside the NHS.

### **Women leaders**

The percentage of women doctors as a proportion of the overall membership has been increasing over the past 12 months. Women currently make up 38% of members, up from 32% in October 2012. FMLM held two sessions at the inaugural FMLM conference in 2012, developed a FMLM Transitions series publication, and held a workshop with the Royal College of Surgeons on 28 November 2012. A networking session is being held at the 2013 annual conference.

### **Quality Improvement**

FMLM is committed to driving continuous improvement in health and healthcare and has a key role in developing the quality improvement (QI) capacity and capability to support this. The FMLM QI strategy includes action both nationally and regionally, through website resources, events and training, key strategic relationships and creation of a peer support network.

Following a series of QI events, our QI Lead, Dr Nikki Kanani, has evaluated and suggested a series of next steps, including: regional QI support for members through appointment of QI leads; local bespoke education events and training through webinars and face to face workshops; and a peer support scheme which is being developed with NHS IQ. We will focus on QI at this year's conference where we will launch our commitment to QI, with details of the support available at regional and individual level.

## Revalidation

FMLM became a designated body on 1 April 2013. It will act as the designated body for medical practitioners holding the post of either the National Medical Director or National Deputy Medical Director of NHS England. In addition FMLM will act as the Designated Body for doctors who have no other connection, who are members of the FMLM and who do not have a membership of another body defined in the Medical Profession (Responsible Officers) (Amendment) Regulations 2013, Regulation 10 –(1) (g) of longer standing than their membership of the Faculty. There are a number of conditions that members will be expected to meet in order for the FMLM Responsible Officer to be able to discharge his duties and these are set out in the FMLM Medical Revalidation Policy, section 7.2 (Appendix A). Appraisal, remediation and responding to concerns policies are currently being developed and will be circulated on completion.

Support for members is also provided through an online helpdesk and network of specialty advisors. Furthermore, example portfolios for medical leaders have been developed.

## Policy and advocacy

The important role FMLM has to play in supporting emerging and current medical leaders to develop a culture and climate that supports better patient care was acknowledged a number of times in Robert Francis QC's final report on the Mid-Staffordshire Public Inquiry. In particular, the report strongly endorses the aspiration of FMLM to 'professionalise' medical leadership. In response to the report, FMLM issued an official comment along with several articles in eNews. The clinical fellows also presented their own report on what the Francis report means for trainee doctors, which has been circulated through a number of international networks and receive very positive feedback.

Further, in response to the Keogh review, the clinical fellows produced a similar commentary on its relevance to junior doctors and a large number of the fellows were involved as trainee representatives on the reviews.

FMLM has also been involved in national responses to key issues including the GMC's Shape of Training review in January 2013.

## Acknowledgements

We would like to acknowledge the significant support of several organisations that have provided grant funding for specific pieces of work, including: NHS Leadership Academy, Academy of Medical Royal Colleges, Revalidation Support Team, NHS London and the NHS England National Medical Director.

# Membership

Membership of FMLM is open to all qualified doctors, dentists, medical and dental students and non-medical full members of UK medical royal colleges and faculties. Individuals who do not qualify for membership can become associates.

At 1 October 2013 FMLM had 1,948 members.

Region	Members	%
England - London	513	26%
England - South	405	21%
England - North	334	17%
England - Midlands and East	326	17%
Wales	110	6%
Scotland	105	5%
Armed Forces	55	3%
Northern Ireland	40	2%
Other	59	3%
Medical career stage	Members	%
Doctor in training	638	33%
Consultant (CCT/CESR)	391	20%
Medical manager	332	17%
Medical student	183	9%
Foundation year 1 or 2	145	7%
GP	100	5%
Staff and associate specialist doctor	43	2%
Retired	12	1%
Dental student	6	< 1%
Dentist in secondary care	3	< 1%
Other	95	5%

# Summary financial statements

The audited financial statements of the Royal College of Physicians are for the year ended 31 December 2012. FMLM financial year runs from 01 April to 31 March. Presented are the financial statements for 01 April 2012 to 31 December 2012 (audited accounts).

## STATEMENT OF INCOME AND EXPENDITURE FOR THE NINE MONTHS TO 31 DECEMBER 2012

	31.12.2012
	£
<b>INCOME</b>	
Membership	249,617
Grant	281,440
Clinical Fellows	28,000
Other	3,119
<b>TOTAL INCOME</b>	<b>562,176</b>
<b>EXPENDITURE</b>	
Staff costs	263,294
Professional and consultancy services	338,474
Events	6,689
Travel, accommodation and subsistence	23,431
Utilities	41,812
Clinical Fellows	26,809
Other general costs	21,611
<b>TOTAL EXPENDITURE</b>	<b>722,120</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(159,944)</b>

## CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2012

	Note	31.12.2013 £
Current assets		
Trade debtors	1.1	4680
Balance at bank:		
Cash	1.2	245,608
		<hr/>
		250,288
		<hr/>
Current liabilities		
Creditors		
Amounts falling due within one year:		
Trade creditors	1.3	11,137
Other creditors	1.4	36,036
		<hr/>
		47,173
		<hr/>
Net assets		<hr/>
		203,115
		<hr/>
Represented by:		
Accumulated funds brought forward		363,059
Net financial assets/(debt)	1.5	(159,944)
		<hr/>
		203,115
		<hr/>

No	Notes to Consolidated Balance Sheet as at 31 December 2012
1.1	Trade Debtors The amount shown represents an amount due from four debtors.
1.2	Cash at bank is the balance as at 31 December 2012 for FMLM current account.
1.3	Trade Creditors The amount represents £10,545.15 owing to suppliers of goods and services and £591.72 due to doctors for travel and meeting expenses.
1.4	Other creditors The amount of £6520 represents output VAT due by the FMLM to HMRC. The amount of £29,515.90 is a balance due to RCP.
1.5	Net financial assets/(debt) This represents the accounts for the nine months to 31 December 2012, the details of which are shown on page 15.