



Faculty of  
**Medical Leadership  
and Management**

# Annual Report

---

**2015**

# Annual Report

---

2015

## About FMLM

The Faculty of Medical Leadership and Management (FMLM), established in 2011 by all the UK medical royal colleges and faculties and endorsed by the Academy of Medical Royal Colleges, is the professional home for medical leadership in the UK.

The primary objective of FMLM is to raise the standard of patient care by improving medical leadership.

FMLM works to professionalise medical leadership by setting and benchmarking against standards that are aligned with the General Medical Council's *Good Medical Practice* and underpinned by *Leadership and Leadership Development in Healthcare: The Evidence Base*.

FMLM promotes excellence in leadership on behalf of all doctors in public health, primary care, mental health and secondary care, from medical students to medical chief executives, and for all UK healthcare providers and healthcare related organisations from all sectors.

## Foreword from the Chair

Many saw 2015 as a year of concern for healthcare with declining morale in the medical profession culminating in unprecedented industrial action. The Faculty shares these anxieties and believes they present both a major challenge to FMLM and also a real opportunity to improve leadership at all levels within the medical profession.

Over the year we have increased our activity in terms of conferences and events, and our membership has grown to a record level. We have introduced standards for medical leadership and management against which future medical leaders will be evaluated and I believe this will be a game changer for medical management in the future NHS.

As a Faculty of all the medical royal colleges, FMLM not only has a diverse membership, but also the standing to influence healthcare as evidenced by the increased number of times our advice has been sought by a wide variety of NHS bodies in the past year.

One of our key challenges remains facilitating the reestablishment of functional clinical teams to ensure all staff feel valued and supported.

Professor Sir Neil Douglas  
FMLM Chair



## Letter from the CEO

FMLM may be positively neonatal in comparison to our parent colleges but we will reach a milestone in October 2016, when we turn five, having gained in strength and sustainability with each year since our inception.

Later this year, and coincidentally falling on our fifth birthday, we will test our aspiration to deliver a major (dare I say the major) international medical and healthcare leadership event to upward of 1000 delegates. While continuing to hold increasingly popular regional seminars and conferences, we have also contributed significantly to the events calendar with skill-building and development programmes jointly led with members across all the home nations, with many events focusing on the challenges of transitioning to more senior leadership roles.

As the professional home of medical leadership we have risen to Sir Robert Francis' 2013 challenge to professionalise healthcare leadership. We have set the standards of medical leadership and management, launched a 360 feedback tool designed for all stages of the medical career and will award the first FMLM Fellowships this year. Medical leadership roles are tough and those who undertake them deserve the recognition Fellowship of FMLM will bring.

We have stuck steadfastly to our core mission to improve patient care through better medical leadership. Our strategic and development role in growing capacity has been deployed to support general practitioners and we are working with senior doctors in a number of NHS trusts to help them to step up, engage the wider workforce and make the changes required to deliver improved value for patients.

Despite the difficulties facing our trainee colleagues, this has been an active year for our junior doctor and medical student members. The Trainee Steering Group is growing in number, ambition and output, and our student group has delivered an excellent review of leadership and management development in the UK for their peers and established the first FMLM medical student essay competition. We continue to highlight the value of our junior doctor community and will partner in a number of initiatives this year to support this essential group.

We are proud of our continued involvement with the National Medical Director's Clinical Fellow scheme, as well as our close liaison with the national schemes in Wales, Scotland and Northern Ireland. We are also supporting the development of an alumnus scheme to recognise the considerable resource presented by these talented individuals now and into the future.



Going forward, we are steadfast in our belief that a strong, sustainable and effective Faculty of Medical Leadership and Management will bring measurable benefits to generations of patients. Having 2,200 doctors and associates from all career stages and sectors committed to leadership and management offers an unparalleled talent pool in pursuit of that vision. It has been a privilege to work alongside you over the challenging times of the last five years and we look forward to accelerating the successes over the next five years and beyond.

Thank you.

Peter Lees  
FMLM Chief Executive and Medical Director



# 2016 highlights

FMLM is now in its fifth year and has big plans to professionalise medical leadership, develop and support medical leaders and support organisations, all with the aim of improving patient care.

## Professionalising medical leadership



We will launch the **Founding Fellowship of FMLM**. This will encompass three levels of certification which will provide members with an opportunity to be benchmarked against the FMLM standards and recognised for their leadership knowledge, behaviours and experience - from emerging medical leaders who lead teams to those with extensive leadership and management experience at board or system level.

More to explore at [www.fmlm.ac.uk/standards](http://www.fmlm.ac.uk/standards)

## Developing and supporting doctors



We will increase the range of services and resources for all members, including extending our coaching services to meet the needs of specific groups, while strengthening our mentoring and careers services. In March 2016 we launched the **FMLM 360 feedback tool**, a medical leadership diagnostic to support doctors at all career stages with their leadership development, available at four levels: team member, team leader, operational leader and strategic leader.

More to explore at [www.fmlm.ac.uk/360](http://www.fmlm.ac.uk/360)

## Supporting organisations



In 2016, FMLM's support to healthcare organisations will grow as we build on an already highly rated series of bespoke **medical leadership development programmes**. We will expand our expert networks to offer more discrete, tailored support to help organisations transform their leadership. We will continue to help healthcare organisations find skilled and experienced medical leaders to fill their interim and permanent medical leadership positions.

More to explore at [www.fmlm.ac.uk/supporting-organisations](http://www.fmlm.ac.uk/supporting-organisations)



Leaders in  
Healthcare  
2016

Liverpool  
31 Oct - 2 Nov

Join over 1,000 active and aspiring leaders at the 2016 Leaders in Healthcare conference.

Produced by FMLM and BMJ in partnership with NHS England, this event will bring together expert knowledge and innovative solutions to support the future of medical and healthcare leadership and management.

**Discover, learn and take part in discussions on the five main conference themes:**

- Transforming culture
- Enhancing leadership skills
- Innovating for improvement
- Managing for impact
- The future leader

Register at  
**leadersinhealthcare.com**



## Table of contents

---

|  |    |
|--|----|
| Foreword from the Chair  | 4  |
| Letter from the CEO  | 5  |
| 2016 highlights  | 6  |
| <b>Working with members</b>  | 9  |
| A growing network of aspiring and current leaders                        | 10 |
| Promoting medical leadership among students                              | 12 |
| Supporting trainees to become leaders of the future and leaders of today | 13 |
| Supporting primary care practitioners in their leadership journey        | 14 |
| Promoting diverse and inclusive leadership                               | 15 |
| Inspiring senior leaders to deliver excellence                           | 16 |
| <b>Working in partnership</b>  | 17 |
| Strategic Peer Support Programme   | 18 |
| Better Training Better Care - how real leaders lead                      | 19 |
| Leadership development programmes  | 20 |
| Developing careers   | 21 |
| Contemporary leadership  | 22 |
| <b>Working across systems</b>  | 23 |
| Standards and evidence base  | 24 |
| National Medical Director's Clinical Fellow Scheme                       | 25 |
| BMJ Awards - Clinical Leadership Team                                    | 26 |
| FMLM national conference - Leadership for the Future                     | 27 |
| <b>Governance</b>  | 28 |
| Meet the team  | 29 |
| 2014-2015 accounts   | 30 |

# Working with members

*"We held another successful Scotland leadership conference attended by a great mix of doctors and packed full of interesting talks and workshops. The day ended with a lively debate on the future shape of health and social care in Scotland. We look forward to organising the next one!"*

**Dr Iain Wallace, FMLM Scotland Regional Lead**

FMLM Scotland Regional Conference, Glasgow, 21 Sep 2015

FMLM Northern Ireland (NI) Regional Conference, Belfast, 12 Nov 2015

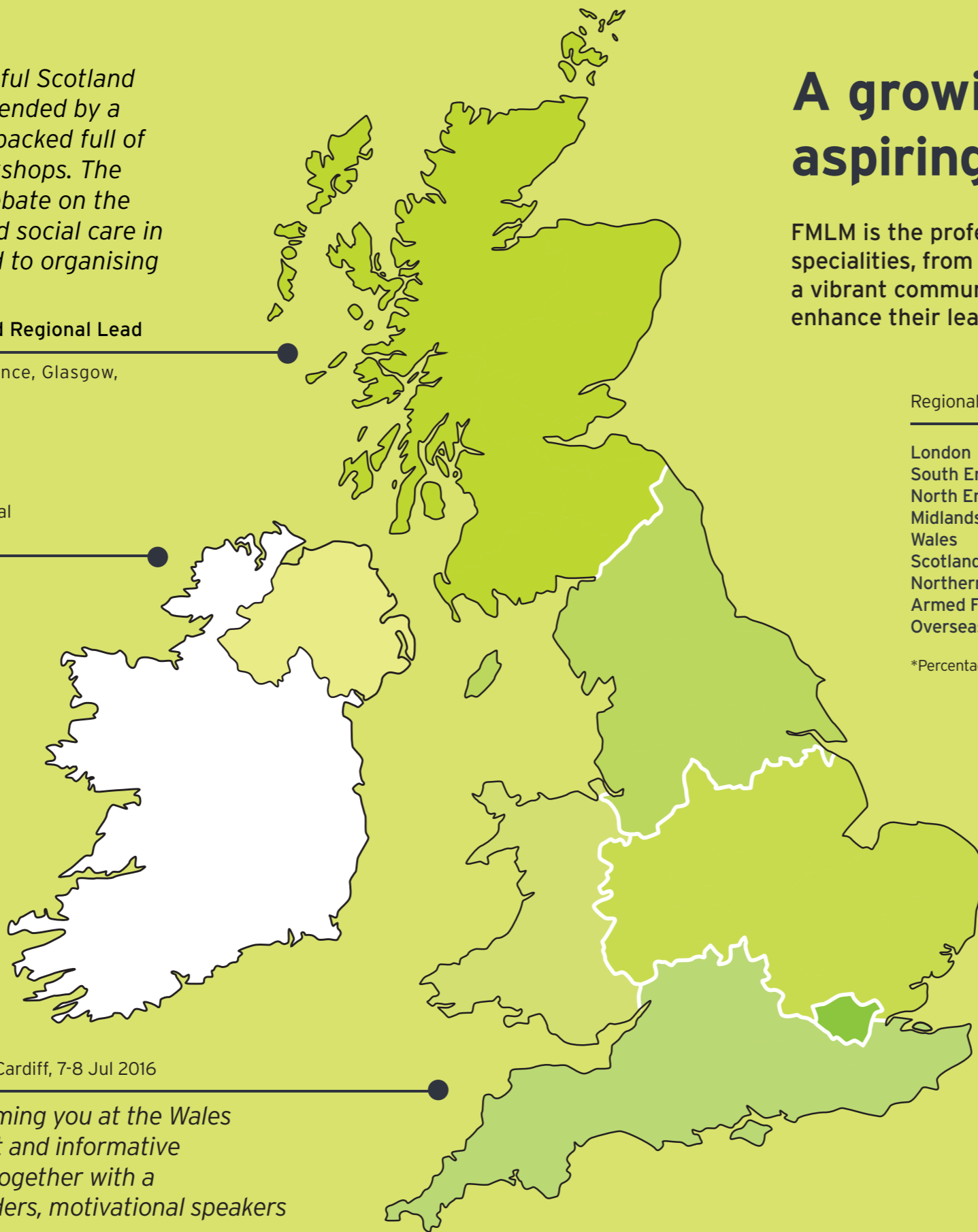
*"I believe a greater regional focus with regional leadership would better facilitate, support and build capacity in individuals and within organisations to drive quality improvement and standardisation into the future."*

**Simon Hamilton, Health Minister in the Northern Ireland Executive, attending the FMLM NI regional conference**

FMLM Wales Regional Conference, Cardiff, 7-8 Jul 2016

*"We look forward to welcoming you at the Wales Conference 2016! A vibrant and informative programme has been put together with a combination of clinical leaders, motivational speakers and senior representatives from Welsh Government."*

**Dr Brendan Lloyd, FMLM Wales Regional Lead**



## A growing network of aspiring and current leaders

FMLM is the professional home for doctors and dentists from all career stages and specialities, from all regions in the UK and overseas. With 2,200 members, we sustain a vibrant community that supports individuals in their aspirations to develop and enhance their leadership, management and team working skills and networks.

| Regional representation |     | Career stage representation |     |
|-------------------------|-----|-----------------------------|-----|
| London                  | 27% | Medical students            | 11% |
| South England           | 17% | Trainees                    | 43% |
| North England           | 19% | Senior                      | 44% |
| Midlands and East       | 17% | Other                       | 2%  |
| Wales                   | 7%  |                             |     |
| Scotland                | 7%  |                             |     |
| Northern Ireland        | 3%  |                             |     |
| Armed Forces            | 2%  |                             |     |
| Overseas                | 1%  |                             |     |

\*Percentage of the total 2,200 members as at December 2015

*"What struck me about the conference was the genuine diversity of the participants. Everyone I listened to and spoke with during the conference offered a different perspective."*

**Captain Simon Tallowin, FMLM Regional Trainee Representative for Armed Forces**

FMLM Armed Forces Regional Conference, London, 29 Sep 2015

'Next steps for medical leaders' conference, London, 23 Sep 2015

*"Opportunities for medical leaders to meet, share experience and work with experts in leadership development are extremely valuable. I am delighted that with the support of the Faculty of Medical Leadership and Management events such as 'Next steps for medical leaders' provide such opportunities."*

**Mr Nigel Acheson, Regional Medical Director NHS England, South**



## Promoting medical leadership among students

The FMLM Medical Student Group's (MSG) vision is to engage students to understand the need for medical management and leadership skills and to promote opportunities to develop them.

The group's activities include reaching out to medical schools across the UK, promoting leadership through improvements to the medical curriculum, and engaging with societies across the country.

After growing significantly in 2014, the MSG had a busy 2015 restructuring its leadership and designing projects that capitalised on a newly extended team.

The group established an extensive network of university representatives, with 26 medical schools represented so far; the aim is to help share resources and expertise between medical schools and support local events.

The MSG extended its research activities by designing and executing a national quality improvement project on stethoscope cleaning practices which is now being submitted for poster presentations and publication.

They also led the first national evaluation of medical leadership and management content in UK medical school undergraduate curricula, a study conducted by a collaborative of 30 students.

The year also saw the launch of the first 'FMLM student prize' - an essay writing competition for medical students across the country, which awarded winners in 2016.

*"Developing leadership and management competency amongst medical students, as future junior doctors, is crucial to achieving safe and high quality, patient-centred care in the future."*

**Daniel Fountain, FMLM Medical Student Group Chair**



## Supporting trainees to become leaders of the future and leaders of today

The FMLM Trainee Steering Group (TSG) champions the importance of medical leadership and management among doctors in training.

Formed of resourceful trainees taking on roles in regional representation, events, policy and professional development workstreams, the group has set itself an ambitious programme of work.

To engage with trainees across the country, the TSG helped design and deliver inspirational events including workshops at FMLM's national conference in Manchester covering leadership styles, self-awareness and quality improvement; the annual Agents for Change conference, run in conjunction with the BMJ and NHS England, showcasing insight from both senior and aspiring medical leaders; and the Cambridge QI conference which has grown from a regional event into an

annual national conference, showcasing quality improvement initiatives from medical students and trainees throughout England.

The TSG Think Tank was established in 2015 to develop projects to help trainees shape healthcare policy. Among the new initiatives, a research project looked at trainee-led quality improvement, linking the findings to the 'Quality Improvement - Training for Better Outcomes' project launched by the Academy of Medical Royal Colleges; a report was launched in 2016. The group also produced policy briefings on contemporary topics in medical leadership, including commissioning, the Rose review and prudent healthcare.

*"Irrespective of your career stage, doctors in training are best-placed to shape services to benefit their patients - leadership is everyone's business."*

**Kaanthan Jawahar, National Medical Director's Clinical Fellow, FMLM Trainee Steering Group Events Lead**



Find the latest opportunities for medical students and trainees at [www.fmlm.ac.uk/project-bank](http://www.fmlm.ac.uk/project-bank).





## Supporting primary care practitioners in their leadership journey

Our commitment to inspire, equip and support GPs in leadership has seen us expand our leadership development offer for our GP members.

We launched a bespoke, personalised coaching service for GPs and a GP champions' network to continue to strengthen the voice of GP leadership across the UK.

We also built on our GP leadership career mapping to evolve a framework through which GPs can navigate the many leadership career opportunities available to them. Our resulting 'GP Horizons' work will continue throughout 2016.

For 2016, FMLM has been commissioned by NHS England to deliver a pilot programme of coaching for 50 GPs. The aim is to support those returning to general practice or to help retain those thinking of leaving.

*"This year we have strengthened our collaborations with national GP organisations, including the Royal College of GPs, the British Medical Association, the National Association of Primary Care and the NHS Clinical Commissioners, all of whom are supporting FMLM to establish a GP leadership working party in the UK."*

**Dr Jane Povey, FMLM Deputy Medical Director for Primary Care**



## Promoting diverse and inclusive leadership

FMLM values diverse leadership and works with collaborative partners - The King's Fund, BMA, medical royal colleges and the Medical Women's Federation - to ensure the medical leadership agenda is rich and diverse to deliver the best patient care.

At *Leadership for the Future*, our 2015 national conference, we ran a multi-agency session on 'Diversity and a system of all the talents' to develop a narrative of change and awareness and explore unconscious bias in the NHS.

Women doctors account for an average 41 per cent of new members joining FMLM in the past four years and 52 per cent of all delegates attending the 10 FMLM essential skills courses for doctors in 2015; 55 per cent of the two cohorts of the National Medical Director's Clinical Fellow Scheme running through 2015, were women, and 27 per cent were from a BME background.

Following the Advancing Women in Medicine Summit at The King's Fund in December 2014, we have strengthened our commitment to female members to support them to realise their potential to become role models for others to aspire to.

In 2015 we ran sessions at the FMLM, Medical Women's Federation and King's Fund conferences. We also contributed to the NHS Clinical Commissioners' round table discussion and their briefing, 'Women in clinical commissioning leadership: A case for change' published in December 2015.

We also supported Dr Penny Newman, a founder member of FMLM, in her collaboration with UN Women and the Health Service Journal to publish 'NHS Women in Leadership: Plan for action' in December 2015.



*"Diversity and inclusion have always been at the heart of FMLM. Being a woman leader from a BME background and part of the FMLM appointments committee, I have been able to see how FMLM supports all current and aspiring medical leaders in order to provide patients with the best possible care."*

**Dr Jugnu Mahajan, Medical Director, Noble's Hospital, Isle of Man**

Join our discussions on social media using **#medwomen** to get involved in our Twitter chats.





## Inspiring senior leaders to deliver excellence



*"FMLM brings together energetic, committed and innovative individuals and the symbiotic relationships this encourages have the potential to be educational and transformative. The goal is to inspire and promote excellence in medical leadership and, as a senior leader, I recognise that this is helped by good conversations, good ideas and the vision and commitment to see them through, backed up by standards and networks."*

*"I realise how fortunate I have been to be part of the FMLM Council and the journey we have made in the last few years. In 2015 FMLM published the 'Leadership and management standards for medical professionals' which form such an important basis of enabling conversations at appraisals and will follow through into credentials for those committed to leadership positions."*

*"That journey needs to start from the early days and the RCS England has really benefited from our first National Medical Director's Clinical Fellow bringing new ideas and perspectives."*

*"The greater the number of people speaking and living the same leadership message, and understanding the value of professionalism and excellence in this aspect of their careers, the easier it will be to effect the changes we must deliver for a vibrant health service of the future."*

Miss Clare Marx  
President of the Royal College of Surgeons of England

# Working in partnership

# Strategic Peer Support Programme

This was a joint enterprise with NHS Improving Quality to offer clinical leaders aspiring to strengthen their leadership, transformational change and quality improvement capabilities the opportunity of personal, one-to-one support from more experienced peers.

The programme matched and paired 48 clinical leaders 24 of whom were drawn from trusts facing complex service issues. These were paired with 24 experienced leaders, many from high performing organisations where they had led successful transformational change.

Pairs met both at individual sessions and at three development days to build their support relationships and address issues of power, influence and networking within healthcare.

All peers were supported throughout the programme by BMJ Quality, the Chartered Quality Institute and FMLM's regional quality leads.

At the programme's completion in November, the majority of pairs had reported an extremely positive experience, largely based on the psychological support and the opportunity to develop in a way that would have been difficult to achieve through 'in-house' support.

*"Had I not been part of the peer support programme I would have resigned my leadership position."*

**Participant on the Strategic Peer Support Programme**

## FMLM recognises the great strength in partnerships with organisations who share our aspirations to enhance medical leadership and management.

Our partners include leading healthcare delivery, regulatory, professional, educational and training organisations in all sectors and across all four nations in the UK. We work with individuals and organisations with expertise in a range of fields, including:

- Recruitment, headhunting and placement (Hunter Healthcare)
- Leadership diagnostics and development (Talentworks, Dave Thornton and Associates)
- Legal (Kingsley Napley)
- Regulation (GMC, CQC, NHS Improvement)
- Professional leadership (medical royal colleges and faculties)
- Education and training (Association for the Study of Medical Education, deaneries and Cumberlege, Eden & Partners)

Jointly, we work to inspire, equip and support doctors and healthcare organisations by:

- Delivering events and conferences (including our annual conference in partnership with the BMJ and support from NHS England)
- Organising the annual Lilly lecture in collaboration with the Royal College of Physicians
- Delivering innovative, bespoke leadership development to healthcare organisations
- Providing advice to healthcare organisations
- Creating networks to share knowledge and expertise
- Informing policy and promoting good practice

# Better Training Better Care - how real leaders lead

Health Education England's (HEE) Better Training Better Care (BTBC) programme was built upon key recommendations from the Temple report *Time for Training* and the Collin report *Foundation for Excellence*.

BTBC focused on implementing pilot projects that were trainee and trust-led which aimed to make improvements through education and training.

In 2015 FMLM worked closely with HEE to identify the key methods through which trainees developed as leaders during the project, with the aim of sharing these strategic approaches with a range of stakeholders.

The pilots showed that promoting quality improvement led to better patient care, more cost-effective care and enhanced job satisfaction for health professionals.

FMLM drew leadership insights from the pilot projects and produced a webinar series which focused on different leadership themes - from collaborative to systems leadership, organisational culture to innovation.

The programme continues in 2016 with more information sharing through a key stakeholder event evaluating the success and challenges of the programme and a final report which will formulate key recommendations on how these lessons can be applied throughout hospitals and trusts.

*"It is very gratifying to read about the positive impact these projects have had on culture and behavioural change for doctors in training, trainers and patients."*

**Patrick Mitchell, Director of National Programmes, Health Education England**





# Leadership development programmes

Our programmes are designed to achieve improved quality of care through better medical leadership.

All programmes are tailored to the needs of the organisation and its medical leadership and content combines support, relevant leadership and management models and challenge.

We inspire, equip and support clinical leaders across organisations, within teams and as individuals. Our approach to organisational development is to build a constructive, cohesive and corporate set of clinical leaders, and give them the confidence to deliver.

Four secondary healthcare organisations are currently engaged in the FMLM senior medical leadership development programme.

Due to popular demand, FMLM also delivered the second cohort of the College Office Bearers Leadership Programme in 2015/16. This aims to support senior college office-bearers to meet the considerable leadership challenges which come with their roles.



*"This was the best leadership programme that I have attended!"*

Medical Director

*"A transformational experience, thank you!"*

Medical Director

*"All doctors would benefit from attendance to change their outlook or view of medical management and how to make a difference."*

Medical Director

Healthcare organisations wanting to support their medical professionals and promote medical leadership can apply for FMLM group membership at [www.fmlm.ac.uk/group-membership](http://www.fmlm.ac.uk/group-membership).



# Developing careers

Supporting the development of aspiring and current medical leaders is crucial to ensure doctors can effectively lead improvements for patients within their teams, organisations and across systems.

Given the continuing challenges to all healthcare systems globally, there has never been a greater need to match medical leaders with the right skills and experience with the right healthcare organisations. With its large membership, FMLM is best placed to help medical leaders find their optimum role.

With Hunter Healthcare, FMLM provides members with an opportunity to opt-in to our headhunting database for substantive medical leadership positions. In 2015, FMLM launched, with Monitor's support, a service to find experienced individuals for interim medical director roles in challenged

organisations. The interim medical director service uses a comprehensive vetting system and provides a support network. It is expected that this will provide important shared learning as well as peer support.

With expert occupational psychologists from Talentworks, FMLM has developed a range of leadership diagnostics for medical leaders. A multi-level 360 feedback tool has been launched along with a bespoke development centre which includes an in depth assessment of an individual's values, strengths, potential derailers and guidance regarding specific development requirements.

Read more about FMLM careers at [www.fmlm.ac.uk/careers](http://www.fmlm.ac.uk/careers).



## Contemporary leadership

We partnered with Thinkers50, the leading international experts on contemporary leadership and management thinking, to bring FMLM members a collection of state of the art monthly articles that distil the latest thinking on leadership.

Together with world-renowned leadership experts including Marshall Goldsmith, Maya Hu-Chan, Scott Peltin, Whitney Johnson or Henry Mintzberg, we asked the important questions: What makes a great leader? Can anyone be a leader or is it the preserve of a chosen few? Why do we resist change? Is it time to put a value on leadership? Why should and how can leaders change things?

The collection is created and curated by Des Dearlove and Stuart Crainer who, as journalists and commentators, have been discussing leadership with the most innovative leaders and CEOs in the world for over two decades.

This is a joint venture with Thinkers50 and the NHS Leadership Academy.

*“Leadership is - fashionably perhaps - inclusive as never before. We practice leadership with people rather than inflicting leadership on them.”*

Stuart Crainer, Thinkers50 Co-founder

In 2016 we've added podcasts and video interviews to the monthly collection, so make sure to visit [www.fmlm.ac.uk/contemporary-leadership](http://www.fmlm.ac.uk/contemporary-leadership).



# Working across systems



## Standards and evidence base

At a time when doctors have increasing accountability and responsibility for the effectiveness and efficiency of healthcare delivery, as well as health advice, safety and quality, an agreed set of standards for the profession on leadership and management is essential.

Early in 2015, FMLM launched the *Leadership and Management Standards for Medical Professionals* to set out the expected behaviours needed for leadership and management practice across the UK health sector.

The standards are FMLM's flagship framework to support and develop leadership and management in practice. They are promoted through all FMLM activities and workstreams in the four nations of the UK, including conferences, stakeholder and partner events, and development programmes with hospital trusts.

Alongside the standards, FMLM worked with The King's Fund and the Center for Creative Leadership to launch *Leadership and Leadership Development in Health Care: The Evidence Base*.

This summary is the most comprehensive review of the evidence for leadership of health services and their effects on patient care and it underpins the standards work.

The impact of professional standards for medical leadership crosses all sectors and our members work in the NHS; armed forces; private, independent and voluntary sectors; education; and regulatory bodies.

The potential reach and impact of the standards serves to assure the British public as well as international audiences that the British medical profession views its leadership roles and responsibilities with the utmost importance.

*"How can we create cultures that deliver high-quality compassionate care? What we know is the most important influence on culture is the leadership in organisations."*

**Professor Michael West, Senior Fellow, The King's Fund**

**FMLM takes its role and responsibility as the professional home for medical leadership and management seriously, and works to promote excellence in leadership across systems.**

By working with the royal colleges and faculties, and aligning with the General Medical Council, we have ensured the standards we developed and launched in 2015 are applicable across and can be implemented through UK healthcare systems.

In 2015, FMLM also authored articles in national and international publications, including:

- *Setting the scene*, 2015, Neil Douglas, Future Hospital Journal vol. 2 no. 3
- *Who are the great medical leaders of our era*, 2015, Peter Lees, Future Hospital Journal vol. 2 no. 3
- *Evidence, culture and clinical outcome*, 2015, Kirsten Armit, Future Hospital Journal vol. 2 no. 3
- *The Ethics of Managing and Leading Health Services: a view from the United Kingdom*, 2015, Kirsten Armit and Maggie Oldham, Asia Pacific Journal of Health Management, vol. 10 issue 3

## National Medical Director's Clinical Fellow Scheme

FMLM is proud to manage the National Medical Director's Clinical Fellow Scheme, established to identify and support the next generation of senior medical leaders.

Sponsored by Professor Sir Bruce Keogh, NHS England Medical Director, the scheme has just recruited its sixth intake.

The 2014/15 cohort welcomed 29 talented doctors in training to spend a year developing their skills in leadership, management, strategy and health policy in a healthcare-affiliated organisation.

In 2015 we also launched the Alumnus Scheme to support former clinical fellows, including those from the national schemes in Wales, Scotland and Northern Ireland, to continue their development and enable them to remain engaged with the wider leadership community. With almost 100 fellows to date, the scheme offers a powerful resource to meet the growing demand for trainee input into a variety of strategic initiatives.



*"It has been the most memorable and influential year of my career to date and taught me a great deal about healthcare policy, corporate structures and most importantly, about myself and my potential as a leader."*

**Dr Ahmed Rashid, National Medical Director Clinical Fellow 2014/15**





## BMJ Awards - Clinical Leadership Team

FMLM is proud to sponsor the clinical leadership team of the year category of the annual BMJ awards in partnership with the General Medical Council (GMC).

2015 marked the fifth year FMLM has been involved in the awards and the third year of our successful partnership with the GMC. By supporting these awards, of which there are at least 12 categories, we aim to promote the importance of good leadership for raising professional standards in teams, organisations and across systems.

The clinical leadership category has attracted applications from across the healthcare system and been won

by different specialist teams over the years, including hyperacute stroke care, integrated general practitioner led urgent care, and antenatal care.

In 2015, it was the Perinatal Institute that carried-off the award for its work in enhancing the safety and quality of maternity care. To Professor Jason Gardosi, the director of the institute, good leadership is a visible process to remind clinicians of the very reasons they're in the business of care in the first place.



*"We have to challenge the premise that the institution and its systems are at the centre and cannot be challenged. For us it's about putting mother and baby into the centre of the picture, then everything else follows and needs to be designed around it."*

Prof Jason Gardosi, Director of the Perinatal Institute, Birmingham

## FMLM national conference - Leadership for the Future

Five hundred people attended our third national conference, held in Manchester on 24-25 February 2015, to explore what healthcare might look like in five years' time, and to hone ideas and discuss the roles of medical leaders and managers within that emerging landscape.

We invited 80 speakers to lead 40 sessions of inspirational talks and presentations.

Professor Sir Bruce Keogh, NHS England's Medical Director, gave an inspiring speech about the future of healthcare and the elements that will help to shape it, including economics, technology, science and demographics.

In a captivating talk, Dr Kevin Fong, Anaesthesia Consultant, UCLH and Clinical Lead, Space Medicine, CASE, took delegates on a journey of what

the future of healthcare might (will) look like if we take advantage of the opportunities of big data and technology.

In a fascinating session, Professor Michael West, Senior Fellow, The King's Fund and Professor of Organisational Psychology, Lancaster University Management School, launched a new report produced by FMLM, The King's Fund and the Center for Creative Leadership, on the evidence available for leadership of health services and their effects on patient care.



Join us for our new annual conference!  
Leaders in Healthcare  
Liverpool 31 Oct - 2 Nov  
[leadersinhealthcare.com](http://leadersinhealthcare.com)



## Governance

FMLM relies on the expertise and dedication of its members of the Council and Board of Trustees to govern the organisation. Trustees have ultimate responsibility for directing the affairs and ensuring the Faculty is solvent and well-run. The Council is the professional decision making body of FMLM and represents the membership.

### Council 2015

Professor Sir Neil Douglas, Chair  
 Dr Phil Ayres, North Regional Lead  
 Prof David Black, College Representative (RCP)  
 Air Marshall Paul Evans, Armed Forces Regional Lead  
 Mr Alastair Henderson, AoMRC  
 Mr Peter Lees, Chief Executive and Medical Director  
 Dr Brendan Lloyd, Wales Regional Lead  
 Miss Clare Marx, College Representative (RSCEng)  
 Dr Fiona Mason, College Representative (RCPsych)  
 Dr Michael McBride, Northern Ireland Regional Lead  
 Dr Andy Mitchell, London Regional Lead  
 Colonel David Morgan-Jones, College Representative (RCGP)  
 Mr James Quinn, Midlands and East Regional Lead  
 Dr Daghni Rajasingam, Diversity Lead  
 Dr David Richmond, College Representative (RCOG)  
 Prof William Roche, South Regional Lead  
 Mr David Tolley, Treasurer  
 Dr Jude Tweedie, Chair of Trainee Steering Group  
 Dr Iain Wallace, Scotland Regional Lead

### Board of Trustees 2015

Professor Sir Neil Douglas, Chair  
 Mrs Jenny Briggs, Lay Representative  
 Mr Stephen Brooks, Lay Representative  
 Dr Brendan Lloyd, Council Representative  
 Dr Fiona Mason, Council Representative  
 Prof William Roche, Council Representative  
 Mr David Tolley, Council Representative  
 Mr Ian Wylie, UK Medical Royal College Representative

At the end of 2015 three members of the Council and Board of Trustees resigned from service with FMLM. We extend our gratitude to Dr Phil Ayres, Air Marshall Paul Evans and Mr David Tolley for their dedication and commitment to the Faculty over the past four years.



## Meet the team

FMLM relies on the creativity and hard work of a close-knit team who bring their skills, experiences and ideas to the success of the organisation. Our culture is open and progressive, and we value collaboration and innovation. Our office is based at the Royal College of Physicians and we are happy to welcome visitors.

Kirsten Armit, Chief Operating Officer  
 Gareth Davies, Membership and Engagement Officer  
 Amy Dudden, Events and Engagement Manager  
 Donna Hickford, Operations Manager and Board Secretary (on maternity leave)  
 Caroline Hillyer, Primary Care Adviser  
 Theresa Lawrence, Executive Assistant to the Medical Director  
 Peter Lees, Chief Executive and Medical Director  
 Yvonne Lloyd, Communications and Policy Manager

Sue McConn, Finance and Administration Assistant  
 Nadia Nandi, Leadership Programme and Events Coordinator  
 Maggie Oldham, Advisor to the Chief Executive and Medical Director  
 Malgorzata Olesniewicz, Management Accountant  
 Jane Povey, Deputy Medical Director for Primary Care  
 Irina Savin, Digital Communications Officer  
 Jude Tweedie, National Medical Director's Clinical Fellow, TSG Chair



Thank you to Mike Jousiffe, Nikita Kanani, Robin Cordell, Olivia Jagger and Silvia Barigazzi for their valuable contribution to FMLM over the past year. We wish them all the best with their new challenges.

# 2014-2015 accounts

## Statement of financial activities (incorporating income and expenditure accounts) for the year ended 31 December 2015

|                                       | Notes | 2015<br>£        | 2014<br>£        |
|---------------------------------------|-------|------------------|------------------|
| <b>Income</b>                         |       |                  |                  |
| Membership                            | 1     | 265,926          | 251,490          |
| Grant and SLA                         |       | 263,665          | 598,060          |
| Other                                 |       | 658,722          | 276,621          |
| <b>Total income</b>                   |       | <b>1,188,313</b> | <b>1,126,171</b> |
| <b>Expenditure</b>                    |       |                  |                  |
| Staff costs                           |       | 583,712          | 568,722          |
| Professional and consultancy services |       | 75,688           | 43,088           |
| Events                                |       | 271,008          | 87,193           |
| Other general costs                   |       | 348,572          | 221,845          |
| <b>Total expenditure</b>              |       | <b>1,278,981</b> | <b>920,848</b>   |
| <b>Net surplus/deficit</b>            |       | <b>(90,668)</b>  | <b>205,323</b>   |

## Balance sheet as at 31 December 2015

|   | Notes | 2015<br>£        | 2014<br>£        |
|---|-------|------------------|------------------|
| <b>Current assets</b>                           |       |                  |                  |
| Debtors   | 2     | 356,477          | 688,012          |
| Cash at bank                                    | 3     | 978,761          | 584,652          |
| <b>Total current assets</b>                     |       | <b>1,335,239</b> | <b>1,272,664</b> |
| <b>Current liabilities</b>                      |       |                  |                  |
| Creditors: amounts falling due within one year: | 4     | (567,066)        | (413,823)        |
| <b>Net assets</b>                               |       | <b>768,173</b>   | <b>858,841</b>   |
| Represented by:                                 |       |                  |                  |
| Accumulated funds brought forward               |       | 858,841          | 653,517          |
| Net deficit/surplus                             |       | (90,668)         | 205,323          |
| <b>Total funds</b>                              |       | <b>768,173</b>   | <b>858,841</b>   |

## Notes

### 1 Grant and SLA income

|                                    |                |
|------------------------------------|----------------|
| Grant income                       | 227,945        |
| SLA income                         | 35,720         |
| <b>Total Grants and SLA income</b> | <b>263,665</b> |

### 2 Debtors

Debtors amount includes amount due from debtors of £347k, prepaid expenditure of £5k and accrued income of £4k.

### 3 Cash at bank

|   |                |
|---|----------------|
| Investment - Royal London Cash Management | 780,995        |
| C Hoare & Co Main Current Account         | 197,016        |
| PayPal Account                            | 750            |
| <b>Total cash</b>                         | <b>978,761</b> |

### 4 Creditors

Creditors amount comprises purchases and expenses of £48k, accruals of £151k as well as balance from RCP intercompany account of £138k and prepayment of receipts of £230k.



Designed and produced by ©Faculty of Medical Leadership and Management  
Printed on Evolution Indigo 100% recycled uncoated paper  
Printed by Rapidity Communications Limited, May 2016



## Contact

2nd Floor  
6 St Andrews Place  
London NW1 4LB

[www.fmlm.ac.uk](http://www.fmlm.ac.uk)  
@FMLM\_UK  
[enquiries@fmlm.ac.uk](mailto:enquiries@fmlm.ac.uk)  
+44 (0) 203 075 1471