



Faculty of Medical Leadership and Management Annual Report 2014



Faculty of
**Medical Leadership
and Management**

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FOREWORD FROM THE CHAIR



Our third year has been successful with three major achievements - membership exceeding 2,000, the holding of seven regional meetings each well attended and with a tremendous buzz of interest and expectation and the extension of Clinical Fellowships across all four nations with over 40 trainees benefiting from an immersion year participating in leadership at the highest level in medicine.

Another first is that this Annual Report has been approved by our new Trustee Board and we are particularly pleased to welcome Lay Trustees, Ms Jenny Briggs and Mr Stephen Brooks who have already proved invaluable.

The Report details the huge amount of work done by Peter Lees and the team to improve medical leadership in the UK and the Board wishes to record its gratitude to them.

Professor Sir Neil Douglas

“there has never been a more important time for doctors to be involved in leadership and management”

INTRODUCTION FROM THE CHIEF EXECUTIVE AND MEDICAL DIRECTOR

Setting up FMLM in a recession might be considered brave with all its connotations. Thankfully, the urgent need to support, grow and develop medical leadership was recognised by enough wise grandees that the Academy of Medical Royal Colleges was able to garner the support of all 21 UK colleges and faculties and give birth to the concept in January 2011. With appropriate trepidation we launched membership in October 2011. In some ways it doesn't seem like three years and in others it certainly does! It has never been dull and the positives have far outweighed the negatives.

If the first couple of years were about building an organisation, the past year has been about building the foundations of professionalism in medical leadership. This work programme recognises the magnitude, importance, growing responsibilities and risks of undertaking medical leadership roles. The under-pinning beliefs are threefold: firstly (and the evidence supports this), that better medical leadership will lead to a better quality of patient care. Secondly, that it is essential in a modern healthcare system to provide clarity regarding what is expected of medical leaders both for individuals and their employing organisations. Finally, we need to assure the public that we have demonstrably the best possible medical leadership.

Recognition of FMLM and its mission began even in our first six months when Sir Robert Francis in his historic report wrote:

“The medical profession is making its contribution with the establishment of the Faculty of Medical Leadership, which is seeking to integrate the development of managerial and leadership skills into the work of its members, and to enhance the professional status of healthcare management.”

I am pleased that this acknowledgement has grown with increasing partnership working with a broad range of important external organisations and many of our parent royal colleges.

Throughout 2014 we also saw the delivery of a range of new initiatives alongside the standards work. The coaching and mentoring services were launched, as was the superb new website. The webinar series grew significantly in number and range and we kicked off the careers service accompanied by the interview panellist service.



Seven regional conferences gave further proof of our determination to live the commitment to be a UK-wide organisation. The partnership between regional leads and colleagues, clinical fellows and the FMLM team soaked up a huge workload and delivered consistently high quality events.

The Clinical Fellowship schemes have gone from strength to strength with a persistently high calibre of fellows who reliably excel in both their individual roles and in their growing collective efforts. The success of the English scheme has spurred development of similar schemes in Scotland, Wales and Northern Ireland. Cross-border collaboration is encouragingly strong as we launch the Alumnus Scheme at the 2015 National Conference.

I make no apologies for repeating my huge thanks to the people who make all of this happen. Encouragingly, we have increasingly been able to draw on the support of a growing army of volunteers; this includes our Council and Board members who strike the perfect balance between support and challenge. The FMLM team, from a single, very cosy room, deliver consistently to incredibly high standards, regularly going the extra mile – I could not ask for better colleagues.

The end of 2014 saw FMLM stronger financially than at any time in our short history and if March was a low point with an uncomfortable dip in membership, early January 2015 was a high point as a sustained rise in membership again topped 2,000. To those who have joined this year, a very warm welcome. To those who continue their support, a heartfelt thank you. We look forward to 2015 and beyond with realism, optimism and confidence.

Mr Peter Lees

ABOUT FMLM

The Faculty of Medical Leadership and Management (FMLM) is the professional home for aspiring and senior medical leaders.

FMLM was established in 2011 by the Academy of Medical Royal Colleges (AoMRC) and endorsed by all royal colleges and faculties to professionalise medical leadership and promote its advancement at all stages of the medical career and across all specialties. It is the only medical leadership organisation in the world to incorporate all medical grades and does so for the benefit of patient care in the UK.

FMLM works to promote excellence in leadership on behalf of all doctors in public health, primary and secondary care and at all stages of the medical career from medical student to medical director.

With over 2,000 members, from medical students to senior leaders, FMLM provides a dynamic, vibrant community of support networks, resources and opportunities to build confidence and resilience through quality development and career progression.



MEET THE TEAM



FMLM's small but dedicated team work hard to help drive the Faculty forwards, to shape its growing reputation and to develop the organisation for the benefit of its members and professionals working in the UK.

The FMLM team includes:

- Peter Lees, Chief Executive and Medical Director
- Kirsten Armit, Chief Operating Officer
- Dr Robin Cordell, Deputy Medical Director
- Dr Jane Povey, Deputy Medical Director
- Dr Nikita Kanani, National Quality Improvement Lead
- Donna Hickford, Operations Manager and Board Secretary
- Amy Dudden, Events and Engagement Manager
- Gareth Davies, Membership and Engagement Officer
- Yvonne Lloyd, Communications and Policy Manager
- Mike Jousiffe, Digital Communications Officer
- Malgorzata Olesniewicz, Assistant Management Accountant
- Tess Lawrence, Executive Assistant

STRATEGIC PLAN 2014-16

FMLM's strategic aim over the next three years is to be recognised as the professional home for medical leadership in the UK. To achieve this, FMLM has developed a clear strategic plan to drive us through to 2016. The activity outlined in the following sections, demonstrates how FMLM strive to meet our strategic and organisational objectives.

OUR VISION

To inspire and promote excellence in medical leadership to drive continuous improvement in health and healthcare in the UK.

OUR VALUES

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.

Standards

We will define, refine and maintain the standards of excellence in leadership and management for doctors and inspire present and future medical leaders and the wider healthcare sector to achieve excellence in patient care.

Advocacy

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

OUR AIM

To establish our role as the professional home for medical leadership and deliver our obligations with and through a substantial membership base.

OUR ORGANISATIONAL OBJECTIVES

To work collaboratively with key partners and stakeholders with an interest in professionalising medical leadership for better patient care.

To build a strong and vibrant community of senior and aspiring medical leaders, ensuring that all members have access to benefits to support their leadership practice and potential.

To ensure sustainability of FMLM by seeking opportunities to generate income to invest in activities which help meet our vision.

STRATEGIC OBJECTIVES

To professionalise medical leadership through the development of standards which will underpin the revalidation of medical leaders.

To support the diversity of individual doctors to become better medical leaders.

To support healthcare organisations to develop better medical leadership.

To identify and grow the evidence base and demonstrate the crucial role of medical leadership in achieving better patient care.

A close-up photograph of a person's hand holding a black pen, writing on a white piece of paper. The background is blurred, showing a person's face and a blue surface. A teal banner with white text is overlaid on the left side of the image.

Developing the evidence base

REVIEW OF 2014

MEDICAL LEADERSHIP: THE EVIDENCE BASE

The UK medical profession has a strong international reputation for evidence-based practice. However, there is less focus on, and knowledge of, the growing body of evidence regarding the effect of leadership on the quality of patient care.

In 2014, FMLM has worked in partnership with The King's Fund and the Center for Creative Leadership (CCL) to collate the evidence of the effectiveness of leadership in healthcare. The first report, due to be launched at the 2015 FMLM National Conference will publish the evidence linking leadership and clinical outcomes.

The work will form the basis for a range of future educational activities and will inform future research questions.



Professionalising medical leadership

Hand holding a document with text and a table.

REVIEW OF 2014

DEFINING THE PROFESSIONAL STANDARDS OF MEDICAL LEADERSHIP AND MANAGEMENT

Definition of the standards of medical leadership and management is long overdue given the correlation between effective leadership and the quality of patient care, and the increasing accountability of medical leaders. There is limited clarity regarding the expectations for medical leaders and no “gold standard” of achievement against which applicants for medical leadership and management roles can assess themselves and be measured.

The UK medical profession is rightly proud of its international reputation for clinical standards; it needs to replicate this for leadership and management as emphasised in the 2012 ‘Report of the Mid-Staffordshire NHS Foundation Trust Public Inquiry’. This called for “stronger healthcare leadership” and “the recognition that healthcare management and leadership is, or should be, treated as a profession”.

In 2014, FMLM has defined, consulted on and refined the first UK standards of medical leadership and management. The values and behaviours will be published in February 2015.

Complementary workstreams are underway to take the standards to the next level, including:

- designing the process of accreditation
- outlining the links to appraisal and revalidation
- developing multi-source feedback tools at a number of career levels
- guidance on effective levels of organisational support at varying levels
- defining the standards expected of medical leaders at team, operational and strategic level.

ASSESSMENT, APPRAISAL AND REVALIDATION

The FMLM is engaged in revalidation and appraisal for doctors in two principal ways:

- As a **Designated Body** for revalidation of doctors with a connection to FMLM
- **Providing advice on revalidation** and appraisal, and the publication of the specialty guidance for appraisal of the leadership and management aspects of a doctor’s practice.

FMLM is defined as a **Designated Body (DB)** in the Medical Profession (Responsible Officers) Regulations 2013 although the majority of FMLM members have a connection to their employing organisation.

In 2014, the FMLM policy on revalidation and appraisal was refined to best support those doctors with a prescribed connection to the FMLM as a Designated Body.

FMLM has contributed significantly to the continued development of revalidation and appraisal across the UK, including its role as a member of the Academy of Medical Royal Colleges Revalidation Group and advising on revalidation and appraisal, and the publication of the specialty guidance for appraisal of the leadership and management aspects of a doctor’s practice.

In July 2014, FMLM refined the specialty guidance for appraisal of the leadership and management aspects of a doctor’s practice for publication early in 2015. This is informed by a study undertaken by FMLM on appraisal rates on behalf of NHS London and NHS South. This demonstrated that the quality of appraisal is associated with: investment of the designated body in people to manage the system; the level of support for doctors; well trained and motivated appraisers.



A faculty of all the talents

REVIEW OF 2014

GP ENGAGEMENT

The leadership challenge for general practitioners is growing as they become increasingly involved in system management across the UK. FMLM strives to support GPs to realise their leadership potential (individual and collective) to enable them to be effective and influential in their range of professional roles for the benefit of the population served.

FMLM GP membership has grown significantly in 2014 and a range of opportunities has been developed, including:

- peer support and inspiration through virtual network and events
- networking and career opportunities
- access to mentoring and coaching
- resources for leadership development and webinars
- support for appraisal and revalidation
- participation in the growing voice of GP leadership
- quality Improvement Support.

In July 2014, FMLM held a creative career mapping event from which 'GP leadership opportunities' were mapped. FMLM will continue to evolve support and development resources to enable GPs to explore the map and realise their leadership potential.

DIVERSITY

Increasing inclusion and diversity throughout medical leadership within the NHS is a priority of FMLM.

Professor Michael West's work on the diversity of teams, engagement of the workforce and the impact on improving the quality of healthcare is compelling. The data on inclusion within senior medical leadership of the NHS, however, demonstrates that we have some way to go to maximise all the talent.

Through a series of events FMLM have been increasing awareness and gathering opinions and experience from service providers and individual members. Dr Daghni Rajasingam and Mr Roger Kline ran a webinar on 'Inclusion in the NHS' based on Roger's paper 'Discrimination by Appointment'. Some of the challenges faced by clinicians were discussed. The North of England regional conference ran a session led by Dr Phil Ayres on race equality and medical leadership. Dr Daghni Rajasingam ran a session at the London regional conference on health inequalities, discrimination and improving quality of care. Both these regional sessions form the basis of the diversity session at the FMLM National Conference, culminating in a proposal for a FMLM position statement on race equality in medical leadership.

WOMEN IN LEADERSHIP

Over the past 12 months there has been increased enthusiasm and activity among members around the work we are doing to inspire and support women doctors in medical leadership.

Around 37 per cent of FMLM's current membership are women - larger than the proportion of women in medical leadership roles across the UK – but FMLM strives to increase this by supporting women doctors at all stages of their careers. This work has been boosted by the fact that there are now more medical royal colleges and faculties led by women.

FMLM's Inspiring Women in Medical Leadership Action and Advocacy Group oversees the development of our network to support members who are women. This requires all members – men and women – to encourage and enable individuals to reach their potential in medical leadership and management. We recognise this involves individual as well as collective action in order to be effective, so we have initiated a collaborative programme with The King's Fund, British Medical Association, Royal College of Surgeons of England, and the Medical Women's Federation. This has resulted in a successful, well-attended launch event, hosted by The King's Fund in December, which has helped to place FMLM as a champion of women's medical leadership in the eyes of the influential and aspirant audience present, including the Secretary of State for Health, and the Permanent Secretary at the Department for Health. We shall continue to build on this collaboration over the coming year.

Members have also attended workshops and networking events focused on women's medical leadership at our regional conferences throughout the autumn. Local networks are also developing, like the Sheffield Women in Medicine group, which is co-led by a doctor in training on this year's National Medical Director's Clinical Fellow Scheme, and FMLM aim to make these opportunities visible to members.

We will continue to build the network of members engaged with this strategic priority, work to enhance our collaborative mission with like-minded organisations in healthcare, and encourage a change in climate to enable all doctors – men and women – to reach their leadership potential in the UK, but particularly to encourage a greater proportion of women doctors to do so, than before.

Leadership development and quality improvement



REVIEW OF 2014

LEADERSHIP DEVELOPMENT

In 2014, FMLM began to offer bespoke senior medical leadership development programmes which are individually tailored to the context in which leaders work.

The first College Office-bearers Leadership Development Programme attracted 15 delegates including four college presidents and was very well received. The second programme begins in the spring of 2015.

“It really helps presidents and potential presidents to develop the essential skills of leadership they need for the role”.

President, Royal College

“The programme provided a practical and common sense approach to aspects of leadership which are highly applicable to college work”.

Registrar, Royal College

Research has shown that FMLM members place coaching and mentoring high on their list of needs. In 2014 we launch two schemes:

The Coaching Network, which brings together a network of high calibre coaches, experienced in working with doctors.

The **Mentoring Scheme**, which pairs mentors and mentees, based on the needs identified by mentees.

QUALITY IMPROVEMENT

It is essential for the modern medical leader to drive effective and continuous quality improvement. FMLM is committed to helping members create a culture of quality improvement in their workplace and to hone their own skills through the dynamic network of FMLM Regional Quality Improvement Leads.

In 2014, in partnership with NHS Improving Quality, the **Strategic Peer Support Programme** was launched to support 24 senior clinicians in challenged trusts who are paired with senior colleagues in a buddying scheme.

EMERGING LEADERS

The **National Medical Director’s Clinical Fellow Scheme**, now in its fourth year, continues to thrive and grow. The scheme provides doctors in training with the unique opportunity to spend one year in a national healthcare-affiliated organisation to develop their skills in leadership, management, strategy, project management and health policy.

The 2014-15 scheme has 29 clinical fellows, hosted by 16 national organisations across England and continues to work collaboratively with its counterpart schemes in Wales and Scotland.

2014-15 host organisations include:

- Association of British Healthcare Industries
- British Medical Journal
- BUPA
- Care Quality Commission
- General Medical Council
- Health & Social Care Information Centre
- Health Education England
- National Institute for Health and Care Excellence
- NHS England
- Public Health England – Health Protection Agency
- Public Health England – Reference Microbiology Service
- Royal College of Obstetricians and Gynaecologists
- Royal College of Physicians of London
- Royal College of Psychiatrists
- St Andrews Healthcare
- NHS Trust Development Authority

A **Clinical Fellows Alumnus Scheme** will be launched at the FMLM National Conference to support alumni to continue to use and develop their leadership skills and enable them to remain engaged with the wider senior leadership community and FMLM.

The scheme creates a network of emergent medical leaders with a diverse range of skills, interests and leadership experiences to be self-supporting as well as acting as a potential expert resource for the NHS to draw upon.



**Maximising the potential
of medical leaders**

REVIEW OF 2014

FMLM CAREERS

FMLM is committed to supporting members and employing organisations to ensure that medical leaders are optimally equipped to play their role in the delivery of the highest quality of healthcare in successful organisations.

The **FMLM Careers Service** is a multi-faceted partnership. At the core is a rigorous, bespoke executive search service, delivered with partners Hunter Healthcare. 2014 saw the start of a comprehensive database of members interested in furthering their management and leadership careers.

The availability of senior leadership roles will become much more widely known and employing organisations and members will be supported to find the best 'fit' for vacancies.

The **FMLM Diagnostic** offers detailed information to individuals who may use the output to inform the recruitment process through an objective assessment of their readiness for a specific post. Developed by experienced occupational psychologists from our partners Talent Works, this intensive one day programme also gives invaluable insights for the individual to plan their personal development and support their appraisal and revalidation.



**Supporting members
across the UK**

REVIEW OF 2014

EVENTS

Networking has long formed the bedrock of learning and development for medical leaders. In 2014 we saw a major escalation of the opportunities offered by FMLM:

- Seven regional conferences were held across the UK offering members the chance to discuss topical issues more locally and to share learning and experience. Within the varied conference programmes, the standards work was discussed in depth at all as part of the consultation process.
- More than 30 regional networking and educational sessions offered members an opportunity to meet, network and learn across specialties, career stages and sectors.
- Over 30 interactive webinars covered topics such as value based healthcare delivery, supporting and inspiring GPs, practical advice on how to juggle work, life and leadership, patient leadership and leadership in an international context.

The **2014 Lilly Lecture** held in partnership with the Royal College of Physicians was delivered by the Rt Hon Stephen Dorrell MP, then Chair of the Health Select Committee. The title of the lecture was 'The politics of health'.

ARMED FORCES

The Armed Forces held a very successful regional conference in conjunction with the Midlands and East region at DMS Whittington in October 2014. Members of the Armed Forces who are affiliated to the Institute of Healthcare Managers also attended the afternoon session. Agenda items included:

- developing standards for leadership.
- the development of the DMS leadership framework
- clinical leadership in crisis
- collaborative working across healthcare professional cadres

Work with the Defence Academy at Shrivenham continues to create courses in medical leadership and management that will provide:

- Suitable alternative command and staff courses for clinical personnel that recognise the need to limit time away from clinical work but at the same time expose individuals to C&S processes and issues.

- a gap analysis to determine where the DMS, Defence Academy and a partner academic institution might offer courses to assimilate the necessary knowledge and competencies to prepare medical managers for accreditation against the published leadership and management standards for medical professionals.

Wing Commander Ed Nicol will act as the Deputy Regional Lead for Armed Forces regional activity.

LONDON

London Region has been engaging the wider medical community through a series of pan-London seminars run by Dr Daghni Rajasingam and Dr Alexandra Tillet. The first of these were on the 'New NHS Landscape – Our Brave New World', including an analysis of the Keogh Report, Berwick Report and of course, the Francis Report. The seminars covered the points raised and through discussion explored the impact of the findings on providing high quality healthcare. There were a significant number of trainees attending these sessions who found contextualisation of healthcare provision in the UK useful. These sessions were run at Kingston Hospital, Guy's and St Thomas' Trust (GSTT), the Royal College of Obstetricians and Gynaecologists and for the Junior Doctor Leadership Group at GSTT. Following on from these, another seminar was run at Guys and St Thomas' Hospital on the Francis Report and developing resilience.

Due to the positive feedback, a webinar was run nationally on the same topic, concentrating on aspects of increasing personal resilience. During the stakeholder engagement phase of developing the FMLM leadership and management standards for medical professionals, sessions were run across London, including the Trust Consultants Committee at GSTT and various directorates within the trust.

The London Regional conference, 'Achieving Quality in London's Healthcare: The leadership Challenge' was chaired by Dr Andy Mitchell and had a theme of quality improvement with an emphasis on projects that involved trainees and medical students. Oral and poster presentations provided the London trainees with an important forum to present some of the excellent work that has been delivered around London by FMLM members.

REVIEW OF 2014

MIDLANDS AND EAST

The last year has seen three exciting FMLM Midlands and East Regional events. In April a one day meeting was held jointly with the University of Birmingham's Medical Leadership Society. Entitled "Leadership: an integral part of a career in healthcare", over 70 trainees and medical students attended. The day was organised by regional trainee representative, Dr Kaanthan Jawahar.

In December, a quality improvement event 'The Cambridge QI Conference' was held at Papworth Hospital, near Cambridge, led by regional quality improvement lead Dr Steven Webb. This championed student and trainee QI initiatives through a poster presentation competition. Plans are in place to make this an annual event.

Finally our regional conference in October 2014 at the DMS Whittington Headquarters in Lichfield, held jointly with the Armed Forces region, welcoming over 70 delegates. This was attended by Mr Peter Lees, Professor Sir Neil Douglas, Air Marshall Paul Evans and Miss Clare Marx, each gave keynote presentations as well as taking part in question and answer sessions. The day ended with prizes for an excellent poster session.

We now have a strong and enthusiastic team of regional leads who made last year's events such a success and who are looking forward to delivering more regional events in 2015.

NORTHERN IRELAND

FMLM were delighted to hold its first regional conference for members in Northern Ireland in November 2013 at Queens University Belfast. Ahead of the conference, delegates joined esteemed speakers for a pre-conference reception in the historic Great Hall of Queens University Belfast. Delegates had the pleasure of listening to an inspiring string quartet comprised of doctors.

The theme of the conference was Medical Leadership and Quality Improvement. There was a dynamic mix of plenary talks, interactive workshops and poster presentations. Speakers included Dr Gavin Lavery Head of the Safety Forum NI and Dr Brain Robson CEO of Healthcare Improvement Scotland. Workshops included human factors, quality improvement capability and leadership themes and were tailored for medical students, trainees and doctors at all levels. As the first FMLM event of its kind in Northern Ireland, we were delighted to collaborate with the HSC Leadership Centre and other key national organisations and to welcome over 90 delegates, making it a hugely vibrant and dynamic event.

The regional network and membership continues to grow from strength to strength. Dr Cathy Jack joined the Regional Team in 2014 as Regional Quality Lead for Northern Ireland. As Medical Director for the Belfast Health and Social Care Trust Cathy has been a driving force in the realisation of the first conference for members in Northern Ireland and further plans for future activity for members in Northern Ireland.

NORTH OF ENGLAND

The highlight of 2014 was an extremely well-received regional conference which provided a variety of events, including personal mentoring sessions, workshops covering a diverse range of topics and a market place showcasing quality improvement from around the region. The pinnacle was a moving and challenging presentation from Dr Kate Granger on the impact that good medical leadership can have on a patient's experience.

FMLM North of England have held a variety of other events, from quality improvement masterclasses to networking socials. The North's steering group is enthusiastic about pursuing the work of FMLM and much has been achieved through the discretionary effort of members. One of the rewards has been the fastest growing regional membership in the country.

The North has six key objectives for 2015:

1. Increase the number of members who are medical managers
2. Increase the participation and membership from primary care medical leaders
3. Design and implement a meaningful vision and goals in relation to ethnic diversity
4. Improve understanding of and opportunity realised for trainee involvement
5. Develop a more effective way of working by the Steering Group
6. To produce authentic patient involvement scenarios that show-case the quality of this work across the region.

REVIEW OF 2014

SCOTLAND

2014 saw a burgeoning of FMLM activity in Scotland and a doubling of our membership as we built on the success of the 2013 FMLM Annual UK Conference in Edinburgh. This culminated in Scotland attracting 152 delegates to the regional conference in November, the largest attendance of any of the 7 FMLM regions and we had to close registration early because the workshops were all full! This meeting was run in partnership with the Scottish Academy of Medical Royal Colleges and was hosted in the RCPE by President Derek Bell. Speakers included Dr Aileen Keel, Acting CMO Scotland, Dr Denise Coia Chair of Healthcare Improvement Scotland and Mr Ian Ritchie, President of RCSEd. Many thanks to Dr Reem Alsoufi who led the organisation which resulted in an excellent day with a great buzz.

It was also great to see the development of medical leadership fellowships in Scotland and particularly good to see their incorporation into the FMLM Clinical Fellows induction programme along with their English and Welsh colleagues. The Scottish Fellows enjoyed this immensely and have gone on to explain the Scottish NHS to their other colleagues.

Other highlights of the year include the appointment of a new regional team including:

- Dr Iain Wallace, Medical Director of NHS Lanarkshire as Scottish Regional Lead and Member of FMLM Council.
Iain is the immediate past Chairman of the Scottish Association of Medical Directors and is well placed to promote the aims of the FMLM in the corridors of power.
- Dr Louise Wilson as Regional Quality Lead
- Dr Reem Alsoufi as Co-Regional Trainee Lead
- Dr David Cowell as Co-Regional Trainee Lead

SOUTH OF ENGLAND

The South of England held its first regional conference in October 2014. 'The culture of caring: leadership for change' provided members with an opportunity to meet colleagues across the region to explore how the NHS in the South of England will manage the challenge of improving the quality of care against the unprecedented financial, demographic and cultural challenges facing doctors today.

The conference was held in the unique Ageas Bowl, the home of Hampshire Cricket and views across the grounds provided inspiration in itself. Ahead of the conference, delegates joined esteemed guest speaker Andy Cassell, former gold medal winning paralympian for a pre-conference dinner. Andy provided guest to an inspiring talk on his own leadership journey. The first day conference commenced with an education half-day, focusing on practical skills such as understanding the structure of the NHS and how to apply efficiency programmes in the health care setting. The second day followed by a full day packed with breakfast and break-out sessions and plenaries. With talks from inspiring speakers such as Miss Clare Marx, President, Royal College of Surgeons of England, and Dr Nicola Decker, GP and Clinical Lead for Dementia at North Hampshire Clinical Commissioning Group, delegates were able to really explore how every doctor can make a meaningful contribution to the future of healthcare.

Bolstered by the renewed enthusiasm of members in the region, the South of England regional network are keen to explore new ways to engage and motivate members from coast to coast in 2015.

REVIEW OF 2014

WALES

The Welsh Regional Conference 'Prudent healthcare through excellence in clinical leadership' was held in September 2014 at All Nation's Centre, Cardiff. The conference was attended by 40 members from all over Wales, with a particularly good response from colleagues in North Wales. It was particularly pleasing to welcome members from a wide range of specialities and at various stages in their career, with a number of medical students attending an FMLM event for the first time. The event was also supported by the four Welsh Clinical Fellows, who provided great support by facilitating the workshops on the day.

The Conference was run in partnership with Academi Wales and was held on the second day of a two day programme on clinical leadership. On the previous day, Academi Wales had hosted a multidisciplinary Clinical Leadership Conference, 'Trusted to Lead', which was also attended by several FMLM members.

The conference was very fortunate to obtain the support of Mr Mark Drakeford, Minister for Health and Social Services in Wales and Dr Ruth Hussey OBE, Chief Medical Officer for Wales.

Mr Mark Drakeford provided a superb start for the meeting. The Minister has been a strong supporter of clinical leadership in Wales and in his speech at the Welsh NHS Confederation in January had declared 2014 to be the year of prudent healthcare, defining prudent healthcare as, "Healthcare that fits the needs and circumstances of patients and actively avoids wasteful care that is not to the patient's benefit."

Dr Ruth Hussey addressed delegates on "Medical Leadership Challenges for the 21st Century". The FMLM in Wales has always received great support from the CMO and the delegates received a very clear message on the support for medical leadership in Wales, recognising that this was not an easy time to be a medical leader or manager.

Amongst other excellent workshops, the Clinical Fellows facilitated a workshop discussing the three key principles of Prudent Healthcare; do no harm, appropriate intervention, and promotion of equity.

THE YEAR AHEAD FROM THE CHIEF OPERATING OFFICER

2015 promises to be another busy and exciting year for FMLM. With the support of our members and stakeholders, we will continue to work to better serve patients through supporting and developing excellence in medical leadership.

Our activities for 2015 will focus on three areas:

Serving the individual – FMLM will start the year with the third national conference run, for the first time, in partnership with NHS England and BMJ. Building on this and the lessons learned from the autumn conference series, we intend to deliver a series of regional events and networking opportunities throughout the year to meet local need.

The new leadership and management standards for medical professionals, once launched at the conference, will start to underpin the work of the FMLM and a range of tools, guidance and an accreditation process will be developed to complement the standards.

Going forward, FMLM sees revalidation and appraisal as a way of improving standards of practice across the UK; well prepared and conducted appraisals, and effective PDPs, can move us from “good to great”.

The membership offer will be enhanced by working with the full diversity of our members, to better understand and develop services required by those at different career stages, and from a range of sectors and backgrounds.

Serving the organisation – FMLM will launch guidance for organisations on the leadership development and support required for medical leaders to be effective in their roles.

FMLM will continue to work with our strategic partners and explore opportunities for new partnerships to deliver services that support organisations to improve quality and deliver safe and effective services

We will continue to develop and provide bespoke development programmes and to explore opportunities to offer expert medical leadership advice.

Serving the profession – we will continue to work with colleagues across the full spectrum of healthcare and professional organisations, where there are opportunities to collectively influence and improve leadership and healthcare outcomes.

Ms Kirsten Armit



*“Leadership standards
will start to underpin
the work of FMLM”*

GOVERNANCE

BOARD OF TRUSTEES

FMLM is governed by the Board of Trustees.

The Board of Trustees carry responsibility for the statutory aspects of FMLM, including the management and audit of the organisation. Trustees have ultimate responsibility for directing the affairs of the organisation, and ensuring that it is solvent, well-run, and delivering the charitable aims for which it has been set up.

The Board of Trustees meets four times a year and its members include:

- Professor Sir Neil Douglas, Chair
- Mrs Jennifer Briggs, Lay Representative
- Mr Stephen Brooks, Lay Representative
- Dr Brendan Lloyd, Council Representative
- Dr Fiona Mason, Council Representative
- Professor William Roche, Council representative
- Mr David Tolley, Treasurer
- Mr Ian Wylie, UK Medical Royal Colleges Representative

COUNCIL

FMLM Council is the professional decision making body of the faculty and represents the membership.

Council are responsible for dealing with all issues that affect the professional activity of its membership, including matters such as policy and guidance relating to conduct and education and training; professional issues such as standards and revalidation; engagement with members; regional and national issues; and any other matters relevant to the practice of medical leadership and management.

Council also advise the Board of Trustees on professional issues and developments affecting FMLM or its members.

Council meets five times a year and its members include:

- Professor Sir Neil Douglas
- Dr Phil Ayres, North Regional Lead
- Professor David Black, College Representative (RCP)
- Air Marshal Paul Evans, Armed Forces Regional Lead
- Dr Olivia Jagger, Chair of Trainee Steering Group
- 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)
- Professor 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)
- Professor William Roche, South Regional Lead
- Dr Iain Wallace Scotland Regional Lead
- Mr David Tolley, Treasurer

GOVERNANCE

FINANCE, AUDIT AND REMUNERATION COMMITTEE

The Finance Audit and Remuneration Committee is a subcommittee of the Board of Trustees and advises the Board. The primary functions of the committee are to:

- provide an overview of financial matters as detailed below on behalf of the Trustees
- scrutinise the Risk Register
- review remuneration

The Finance, Audit and Remuneration Committee meets between two to four times a year and its members include:

- Mrs Jennifer Briggs, Trustee
- Mr Stephen Brooks, Committee Chair
- Mr David Tolley, Treasurer
- Mr Ian Wylie, Trustee

FACULTY ADVISORY BOARD

The Faculty Advisory Board was set-up in 2014 to maintain its close relationships with the Medical Colleges and Faculties who were so instrumental in FMLM's founding.

The Faculty Advisory Board provides invaluable advice and support to FMLM in the same way that its predecessor group, the Founding Council had.

The Faculty Advisory Board meets twice annually and its members include:

- Professor Sir Neil Douglas,
Faculty of Medical Leadership and Management
- Dr Karen Adamson, Royal College of Physicians of Edinburgh
- Professor John Ashton Faculty of Public Health
- Dr Tim Ballard, Royal College of General Practitioners
- Dr Keith Bragman, Faculty of Pharmaceutical Medicine
- Dr Hilary Cass, Royal College of Paediatrics and Child Health
- Miss Susan Hill, Royal College of Surgeons of England
- Mr Bob Jeffrey, Royal College of Surgeons of Edinburgh
- Mr Peter Lees,
Faculty of Medical Leadership and Management
- Dr Rachael Liebmann, Royal College of Pathologists
- Professor Carrie MacEwen Royal College of Ophthalmologists
- Dr Cliff Mann, College of Emergency Medicine
- Dr Giles Maskell, Royal College of Radiologists
- Dr Laurence Mynors-Wallis, Royal College of Psychiatrists
- Mrs Kathryn Postlethwaite, Faculty of Dental Surgery
- Professor Bill Reid, Conference of Postgraduate Medical Deans
- Professor Hazel Scott,
Royal College of Physicians and Surgeons of Glasgow
- Dr David Selwyn, Royal College of Anaesthetists

GOVERNANCE

TRAINEE STEERING GROUP

The Trainee Steering Group (TSG) is a dynamic committee working to engage, educate and empower trainees to develop as medical leaders and managers. The TSG are the representative body of trainee members which make up a significant proportion of FMLM's membership.

The TSG aims to engage trainees with FMLM by:

- increasing trainees understanding of the importance of medical leadership and management
- providing access to educational resources, events and experiences to support their leadership development
- empowering trainees to identify themselves as medical leaders

The TSG is a committee of Council and formally reports to them and its members include:

- Dr Olivia Jagger, Chair
- Dr Katherine Adlington, Medical Student Mentoring Lead
- Dr Reem Alsoufi, Scotland Regional Trainee Representative
- Dr Jessamy Bagenal, Trainee and Student News Editor
- Dr David Cowell, Scotland Regional Trainee Representative
- Dr Tanya Holzmann, North Regional Trainee Representative
- Dr Kaanthan Jawahar, Events Lead
- Dr Nina Kumari, Personal and Professional Development Lead
- Dr Richard Packer, Northern Ireland Regional Trainee Representative
- Dr Kayur Patel, South Regional Trainee Representative
- Dr Howard Ryland, Regional Trainee Representative Coordinator
- Mr Robin Som, Trainee engagement and Recruitment Lead
- Dr Simon Tallowin, Armed Forces Regional Trainee Representative
- Dr Alexandra Tillett, London Regional Trainee Representative
- Mr Arrash Arya Yassaee, Think Tank workstream Lead

MEDICAL STUDENT GROUP

The Medical Student Group (MSG) is an active committee of the FMLM working to engage with medical schools and students across the UK, to promote clinical leadership through changes to the curriculum, engaging with societies and promoting the work of the FMLM.

The MSG aims to:

- engage medical students to understand the need for and existing opportunities to develop medical management and leadership skills
- engage medical students with the work of FMLM and the benefits and resources available to them, and provide opportunities for members to be recruited as university representatives and members of the Medical Student Group.
- develop medical students medical management and leadership skills, and communicate the voice of FMLM student members to other medical students, seniors and externally

The MSG has formal reporting responsibilities to the Trainee Student Group and its members include:

- Miss Sarah Curtis, Chair
- Mr Daniel Fountain, University Representatives Lead
- Mr Jake Matthews, Personal and Professional Development Lead
- Mr Ibrahim Sheriff, Recruitment and Engagement Lead

AUDITED ACCOUNTS

STATEMENT OF INCOME AND EXPENDITURE AS AT 31 DECEMBER 2013

	31.12.2013	31.12.2012
	£	£
INCOME		
Membership Income	264,160	249,617
Grant and SLA Income	973,040	281,440
Other Income	180,355	31,119
TOTAL INCOME	<u>1,417,555</u>	<u>562,176</u>
EXPENDITURE		
Staff costs	519,404	263,294
Professional and consultancy services	255,656	338,474
Events	30,419	6,689
Travel, Accommodation & Subsistence	35,170	23,431
Utilities	66,750	41,812
Other General Costs	59,754	48,420
TOTAL EXPENDITURE	<u>967,153</u>	<u>722,120</u>
NET SURPLUS/(DEFICIT)	<u>450,402</u>	<u>(159,944)</u>


AUDITED ACCOUNTS

BALANCE SHEET AS AT 31 DECEMBER 2013

	31.12.2013	31.12.2012
	£	£
CURRENT ASSETS		
Debtors	119,352	4,680
Cash at bank	705,808	245,608
TOTAL CURRENT ASSETS	<u>825,160</u>	<u>250,288</u>
CURRENT LIABILITIES		
Creditors: Amounts falling due within one year	171,642	47,173
NET ASSETS	<u>653,517</u>	<u>203,115</u>
Represented by:		
Accumulated funds brought forward	203,115	363,059
Net deficit/surplus	450,402	(159,944)
TOTAL FUNDS	<u>653,517</u>	<u>203,115</u>



Contact us for more information:

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