



Faculty of
**Medical Leadership
and Management**

Leadership and Management Standards for Medical Professionals

3RD EDITION



FOREWARD TO THE THIRD EDITION

The UK medical profession has a distinguished international reputation for standards in clinical medicine. There is a need to replicate this for leadership and management given that research evidence clearly demonstrates a positive link between medical leadership, better patient outcomes and organisational performance. ^{i iii iii}

The values and behaviours articulated in FMLM leadership standards underpin the principles of the General Medical Council's (GMC's) *Good Medical Practice* and the guidance in *Leadership and Management for all doctors*. They are relevant and apply equally for all medical and dental professionals across the UK. Moreover, they form a basis for organisations to support doctors and dentists in management and leadership positions for the benefit of the organisation and to demonstrate effective leadership to address the requirements of organisational regulators. ^{iii iv v vi}

This edition of the Leadership and Management Standards for Medical Professionals builds on the competency-based standards outlined in the earlier second editions, emphasising the impact that individual values and behaviours have on teams, organisations and systems within healthcare. This is key to underpin the development of networks and more integrated patient care, which should include consideration of the health and wellbeing of populations - local, regional and national.

Furthermore, this edition links the Standards with FMLM Fellowship, which was introduced in 2016 for doctors who demonstrate high levels of leadership competence. There are three levels of Fellowship to reflect the levels at which individual doctors operate at different stages of their careers: Associate Fellow, Fellow and Senior Fellow. Moreover, Fellowship recognises the leadership of doctors in training and offers this important group the opportunity to benchmark their leadership and management skills against set standards.

WHAT IS A STANDARD?

FMLM follows the definition of standards used by the Safe Effective Quality Occupational Health Service (SEQOHS): “A standard is something considered by an authority or by general consensus as a basis of comparison in measuring or judging adequacy or quality.”^{vii}

DEVELOPMENT OF THE STANDARDS

The FMLM Standards are derived from, and build upon, earlier work including the GMC’s guidance, *Leadership and Management for all doctors*, UK national leadership frameworks and models, and research on medical leadership, management and engagement. This edition of the Standards has also been informed by further formal and informal discussions with a broad range of stakeholders, as well as changes in practice and learning since the first edition.

TO WHOM THE STANDARDS APPLY

The FMLM Standards are designed specifically for medical and dental professionals working in the UK, from all specialties, career stages and sectors including NHS, government, charities, private and independent companies, insurers, occupational health, pharmaceutical industry, technology sector, armed forces, education, academia, providers, policy-makers and purchasers of care.

The Standards apply as a set of values and behaviours for all medically qualified individuals with management and leadership responsibilities that impact directly or indirectly on health or healthcare. Doctor, medically qualified, medical professional and any similar references apply equally to dental professionals in the context of this standard.

HOW THE STANDARDS CAN BE USED

The Standards are a series of competency-based attributes that if followed will enable an individual to perform more effectively as a medical leader and/or manager, and will have a positive impact on the individual, on the organisation for which they work, and for patients, carers and populations.

FMLM has introduced Fellowship based on the written evidence of an individual’s practice and application of the Standards at three levels (Associate Fellow, Fellow and Senior Fellow) which are awarded according to their competencies and level of responsibility. The Standards also provide the framework against which the objectives of leadership development programmes are assessed in the FMLM Accreditation system.

WHAT IS DIFFERENT IN THIS THIRD EDITION?

A new domain, *System Leadership*, was added in the second edition to highlight the particular skills associated with those who lead across systems and to reflect policy across the whole of the UK. System leadership has been refined and enhanced in the third edition to reflect the growing recognition of the importance and complexity of system working in healthcare delivery in 2020.

THE LEADERSHIP AND MANAGEMENT STANDARDS FOR MEDICAL PROFESSIONALS

FMLM believes an effective medical leader is defined by how and what they do, underpinned by why they do it. The ‘why’ is guided by the values espoused in *The Seven Principles of Public Life*^{viii} and the GMC’s *Good Medical Practice*^{ix}.

THE SEVEN PRINCIPLES OF PUBLIC LIFE:^{viii}

1. **Selflessness** - Holders of public office should act solely in terms of the public interest.
2. **Integrity** - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability** - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness** - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty** - Holders of public office should be truthful.
7. **Leadership** - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

THE GMC'S GOOD MEDICAL PRACTICE:^{ix}

Knowledge, skills and performance

- Make the care of your patient your first concern
- Provide a good standard of practice and care
- Keep your professional knowledge and skills up to date
- Recognise and work within the limits of your competence

Safety and quality

- Take prompt action if you think that patient safety, dignity or comfort is being compromised
- Protect and promote the health of patients and the public

Communication, partnership and teamwork

- Treat patients as individuals and respect their dignity
- Treat patients politely and considerately
- Respect patients' right to confidentiality

Work in partnership with patients

- Listen to, and respond to, their concerns and preferences
- Give patients the information they want or need in a way they can understand
- Respect patients' right to reach shared decisions about their treatment and care
- Support patients in caring for themselves to improve and maintain their health
- Work with colleagues in the ways that best serve patients' interests

Maintaining trust

- Be open and honest and act with integrity
- Treat patients and colleagues fairly and without discrimination
- Protect and maintain patients' trust, as well as the public's trust in the profession.

The Leadership and Management Standards for Medical Professionals provide a benchmark for individuals in medical leadership and managerial roles and their organisations. Individuals are personally accountable for their professional practice and must always be prepared to justify their decisions and actions. Medically qualified leaders and managers should be aware of and work within the GMC guidance, *Leadership and management for all doctors*^v. Dentally qualified leaders and managers should be aware of and work within the GDC guidance, *Standards for the Dental Team*^{xi}.

BEHAVIOURS

The ‘how’ and ‘what’ of medical leadership are set out below, expressed as core values and behaviours which can be observed, measured and developed. The Standards are designed to be applicable to all medical professionals in all domains. They are intentionally aspirational and provide a realistic benchmark to evaluate knowledge, skills, behaviour and experience in leadership and management. They provide valuable guidance for the individual, team, organisation and system in which they work and form the basis for awarding FMLM Fellowship, which underpins good medical practice in leadership and management. **Pertinent behaviours relate to:**

a. Self

b. Team

c. Organisation

d. System

The level of experience, responsibility and outputs in these four behavioural domains are used to assess and award the appropriate level of Fellowship – Associate Fellow, Fellow or Senior Fellow.

SELF

Doctors should endeavour to know and understand themselves, their impact on others and be constantly striving to improve. They must be resilient and demonstrate the energy, drive and motivation to lead and work with others to consistently high standards, to improve the quality of care for patients in all its dimensions (experience, effectiveness and safety). Listening, feedback and reflection are key components.

Application for FMLM Fellowship

An individual's values and behaviour underpin the award of FMLM Fellowship. All medical professionals are expected to display appropriate standards that have a positive influence on their working environment. They drive a culture that is inclusive, constructive and supportive, which recognises the complexity and challenges of healthcare delivery and the need to promote innovation, empowerment and accountability.

SELF-AWARENESS & DEVELOPMENT

A medically qualified manager or leader who meets the Standards:

- Demonstrates a clear ‘people’ approach, considering the impact of their style, decisions and actions on all those affected – patients and colleagues and the wider healthcare community
- Manages their own emotions and adapts their leadership style for maximum positive impact on others
- Reflects on experiences vital for personal wellbeing and development, and to improving the quality of patient care. Experiences, good and bad, generate important learning lessons for the individual and the wider system, as highlighted in the GMC’s Reflective Practitioner Guidance^{xiii}
- Seeks and acts upon feedback from patients, colleagues and other professionals regarding own effectiveness and possible areas for development
- Commits time to professional development and keeps their own skills and knowledge up to date
- Establishes and maintains strong professional and support networks
- Acknowledges their own limitations and are prepared to seek opinion or support from others to achieve the best outcomes
- Acknowledges the existence of unconscious bias and ‘micro-behaviours’ that might be impeding an inclusive culture and seeks feedback specifically to tackle this
- Draws upon a range of leadership theories, principles and experiences to improve and innovate.

PERSONAL RESILIENCE, DRIVE AND ENERGY

An effective medically qualified manager or leader who meets the Standards:

- Takes responsibility for actions and decisions within own areas of responsibility
- Remains calm and objective in situations of pressure or conflict
- Sustains personal levels of energy and remains enthusiastic and optimistic in the face of setbacks
- Speaks up and speaks out when standards, quality or safety are threatened and challenges discriminatory behaviours and attitudes
- Constructively challenges others when there is an opportunity for improvement
- Works to a high standard and manages own time effectively
- Earns the respect of colleagues and is trusted by others to deliver commitments and promises
- Accepts the professional obligations placed on doctors by Good Medical Practice in relation to personal health and wellbeing.

TEAM PLAYER / TEAM LEADER

The effective medical leader has a sophisticated knowledge of establishing and leading teams and how to get the best out of them. Equally they know when to lead and when to allow others to take the lead. They are robust defenders of fairness and justice and strive constantly to create an optimal environment for colleagues to give of their best in the drive for improved patient care and population health. It is expected that a good leader will guide and mentor team members to enhance their leadership skills and create ongoing sustainability, and where appropriate, support the succession planning process. Demonstration of effective team working is essential for an individual with medical leadership and managerial responsibilities. It creates the culture and environment that promotes inclusion and diversity and helps to eliminate bullying and harassment.

Application for FMLM Fellowship

Team player/leader qualities and skills are crucial to an individual's effectiveness as a manager or leader. Application of these values and behaviours have a significant impact on the contribution of people in teams, on the working environment and ultimately on patient care. They are applicable at all levels of Fellowship and therefore underpin its assessment, depending on the experience and the level of responsibility of the applicant.

EFFECTIVE TEAMWORK

An effective medically qualified manager or leader who meets the Standards:

- Fully participates in multi-disciplinary teams to achieve the best possible outcomes for all those who use and deliver services
- Understands and promotes equality, inclusion and diversity
- Understands complexity and the need for inclusive approaches to problem solving
- Actively seeks from a diverse group opinions and ideas, actively listens, and takes their views onboard in order to deliver the best outcomes for all
- Encourages and facilitates colleagues to speak up and speak out
- Attracts and develops talent
- Coaches individuals to reach their full potential
- Supports a diverse workforce and understands the value diversity brings to patient care
- Demonstrates trust and respect for colleagues and is seen as a role model for effective teamworking
- Empowers and motivates others to deliver, improve and innovate
- Delegates effectively, sets clear objectives, provides feedback, and holds people to account
- Actively manages poor performance and behaviour
- Is supportive, available and approachable
- Responds quickly and positively when asked for help
- Celebrates success.

CROSS-TEAM COLLABORATIONS

An effective medically qualified manager or leader who meets the Standards:

- Identifies opportunities for collaboration and partnership, connecting people with diverse perspectives and interests
- Seeks out new perspectives, ideas and experiences beyond the immediate team and professional area and shares best practice, incorporating this to enhance quality and delivery of services
- Openly shares networks with colleagues and partners to improve information flow and influencing
- Connects individuals, teams and organisations for mutual benefit
- Is aware of different relevant perspectives.

ORGANISATIONAL RESPONSIBILITY

The effective manager or leader understands and contributes positively to the strategic direction and operational delivery of the organisation in which they work. Doctors in these positions espouse and practice *The Seven Principles of Public Life*^{viii} and the GMC's *Good Medical Practice*^{ix}; and similarly Standards for the Dental Team^{xi} for dentists. They can successfully navigate the competing demands between the needs of the individual or team and the needs of the population. Furthermore, they can successfully balance their role in day-to-day delivery, with a focus on anticipating future challenges and innovation.

Application for FMLM Fellowship

The individual makes a significant contribution to patient safety, patient experience and the effectiveness of patient care within their organisation. They demonstrate a positive influence on the culture of the organisation, recognising the vital contribution of other leaders and managers, both clinical and non-clinical, and the role they play within the organisation. They encourage a positive approach to learning, development, audit, research and have a level of commercial awareness to maximise efficiency within their organisation. These contributions form a major requirement for the award of Fellowship and Senior Fellowship.

ORGANISATIONAL TEAM PLAYER

An effective medically qualified manager or leader who meets the Standards:

- Ensures adherence to the principles of good governance
- Understands the competing demands and actively supports fair and just resource allocation
- Makes clear, transparent decisions when faced with situations of ambiguity and uncertainty, being able to provide evidence or justification
- Considers, assesses and manages risks when making decisions that impact upon patients, colleagues and the organisation
- Participates in wider initiatives that enable and promote excellence in healthcare, within and across organisations
- Actively encourages feedback from patients, families and carers to enable service improvement and better experience of healthcare.
- Recognises and can navigate professional and political tensions.

ORGANISATIONAL CULTURE, IMPROVEMENT AND INNOVATION

An effective medically qualified manager or leader who meets the Standards:

- Consistently identifies and promotes opportunities for improvement
- Understands and successfully applies key concepts and principles underpinning the creation, validation, translation and dissemination of innovative ideas and practices
- Motivates and inspires others to achieve high standards and improve services
- Engenders (and is a role model for) an organisational culture that values diversity, learning, reflection and feedback, transparency, openness and candour
- Recognises and promotes their organisation to drive improvement in the whole system for the benefit of the population
- Helps the organisation to prepare for new challenges through forward thinking and innovation.

SYSTEM LEADERSHIP

The importance of integrated care has been emphasised in all healthcare systems across the UK. All recognise the interdependence of systems of care and the need for multi-disciplinary team working, across the whole continuum of care needs and pathways. A more inclusive and collaborative leadership approach is essential to maximise effectiveness, efficiency and outcomes. This involves an eagerness to understand the perspectives and challenges of other parts of the healthcare system in which they work, including consideration of the impact on local, regional and national populations.

Systems leadership is a critical component of medical leadership and can be defined as:

“Leadership across organisational and geopolitical boundaries, beyond individual professional disciplines, within a range of organisational and stakeholder cultures, often without direct managerial control^{xiii}.”

The effective medically qualified leader understands and contributes positively to the healthcare system. They are adept in dealing with complexity and ambiguity. They translate policy into practice and negotiate effectively with organisations across the system to meet the needs of the population.

Application for FMLM Fellowship

Effective system leadership is crucial in optimising future patient care within the UK. The combination of an increasing elderly population surviving illnesses, the increasing likelihood of co-morbidities, the cost of improved medical technologies and the need to effectively manage the healthcare budget necessitates the development of medical leaders capable of understanding complexity and driving appropriate interventions.

To deliver this, a medical leader will require an appropriate level of experience and be able to demonstrate the qualities defined above. This forms a major requirement for the award of Senior Fellowship.

SYSTEM LEADERSHIP

An effective medically qualified manager or leader who meets the Standards:

- Demonstrates effectiveness in contributing to and influencing policy development
- Seeks to understand and positively influence strategy and culture within and beyond their own organisation
- Demonstrates ability to negotiate effectively
- Demonstrates situational awareness in the handling of complex, challenging or ambiguous circumstances
- Demonstrates sensitivity when working with a wide range of stakeholders
- Demonstrates respectful communication and engagement, considering the perspectives, considerations and feedback of stakeholders
- Promotes the alignment of clinical colleagues within the system in which they operate
- Exhibits awareness and knowledge of population health and how to improve it.

SUMMARY

The FMLM Leadership and Management Standards for Medical Professionals define the values and behaviours expected of all doctors and dentists, not just those in traditional NHS leadership or management roles. They demonstrate the professionalism that meets the standards in the GMC's *Good Medical Practice*^{ix} and *Leadership and Management guidance*^x and GDC's *Standards for the Dental Team*^{xi}.

The award of FMLM Fellowship, based on FMLM Standards, provides independently corroborated objective evidence of leadership ability and experience across four domains and at three levels of seniority. A critical responsibility of managers and leaders is the development of colleagues to foster effective succession planning and to create an organisational/systems culture that promotes good leadership at all levels and multi-disciplinary working with a constructive and inclusive mindset.

Annual appraisal with personal development planning provides the ideal vehicle for doctors and dentists to reflect on the impact of their leadership on quality improvement and performance within their organisation and system.

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The Faculty of Medical Leadership and Management (FMLM) supports the delivery of better healthcare outcomes for patients in the UK by developing and promoting excellence in medical leadership and management through networks, resources and career opportunities for doctors of all grades and specialties.

FMLM has established the Leadership and Management Standards for Medical Professionals and supports a diverse and dynamic fellowship and membership community and is the UK professional home for doctors and dentists who are both current and aspiring medical leaders and managers.

For more information or to download further copies, please visit:
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