Committee of medical managers  
ARM report 2021

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The CMM (committee of medical managers) represents the views and best interests of medical managers by acting as an advisory body for the BMA council on issues relevant to medical management, as well as raising the profile of medical leadership and management and providing a forum for medical managers to debate medical management issues. This session, the committee has been taking forward the priorities set out below.

Topical events for medical managers

This session, the CMM has hosted six virtual events on key issues facing medical managers to support them both practically and professionally. Towards the beginning of the session, the first event was held on medical management in a time of Covid-19 and attendees heard from Brigid Russell, leadership development lead for Project Lift, on perspectives on humility, curiosity and inquiry in leadership and shared their experiences of leading their teams through Covid-19 and learnt how to build and maintain effective teams. In May, a follow up event was held on leadership during Covid-19 and how this had challenged the role of the medical manager. Professor Dame Clare Gerada spoke on the Practitioner Health Program and her own observations and learnings for medical managers and Professor Neil Greenberg covered the evidence for how managers can adapt their practice for the Covid recovery phase.

One of the CMM’s key objectives is to improve ethnic diversity in medical leadership. In November, we hosted an event on ‘Tackling health inequality: why the UK needs ethnically diverse medical leadership – and how to achieve it. Attendees engaged in a panel discussion with Mike Franklin, Joint Director of Equality and Inclusion, NHS England and Roger Kline, author of ‘The Snowy White Peaks of the NHS’ and heard practical solutions to address diversity in the NHS.

As part of the CMM’s objective to promote medical leadership and management as a career pathway for doctors, it held an event in January with Dr Amanda Goodall, reader in leadership at CASS business school, which explored why the NHS needs doctors to go into leadership and management, and what action needs to be taken to prepare doctors for these roles.

Medical leaders and managers can have a positive influence on the environmental impact of prescribing and in March, the CMM hosted an event which explored this issue. Professor Sharon Pfleger, Consultant in Pharmaceutical Public Health, NHS Highland, explored the environmental impact of medicines across the lifecycle and provided practical steps that medical managers could take to manage the environmental impact of their prescribing.

The sixth and final event of this session was on how women can develop their medical leadership skills. The session was opened by Dr Latifa Patel, acting BMA representative body chair and had three key speakers: Professor Clare Hopkins, president of the British Rhinological Society and professor of rhinology at King’s College London who covered how to navigate the barriers to women in leadership roles; Dr Vaishali Nanda, GP at the Discovery Practice on the primary care perspective and imposter syndrome; and David Thornton on developing leadership, negotiation and influencing skills. Attendees had the opportunity to interact with the panel discussion and gain practical tips and insights for their own professional development.

The recordings of these virtual events can be accessed [here.](https://www.bma.org.uk/what-we-do/committees/committee-for-medical-managers/committee-for-medical-managers-overview)

COVID-19 and medical managers

Throughout the pandemic, the CMM has been working to ensure the medical management perspective is represented on internal pan-BMA COVID-19 groups, providing our insights on issues including PPE allocation and the role that medical managers should play in implementing risk assessments for vulnerable staff.

The CMM has also worked with other committees in the BMA to raise concerns around RIDDOR reports not being submitted to HSE for occupationally acquired COVID-19 cases and deaths, where the criteria for reporting is met to develop key recommendations and next steps for the BMA to consider.

COVID-19 has had a profound impact on every single doctor and medical workplace across the four nations and our medical manager members will have been leading teams through the pandemic and onto the COVID recovery phase. In August 2020, we circulated a survey to medical managers to identify what has worked, what hasn’t worked and what needs to change, so that these lessons can be applied to a post-COVID-19 landscape. We plan to send out a comparison survey in September so that we can see if medical manager’s views and opinions have shifted over the past year. We hope to use these comparison results to shape the CMM’s workplan so we can better support medical managers across the UK and ensure we are working towards delivering the improvements that our members need in their workplaces.

Being a leading voice for medical management issues

The committee has focused on promoting medical leadership and management and ensuring that the medical management perspective is embedded within the development of BMA policy positions. The committee has provided input on BMA policy work around workforce and equality and diversity issues and has also engaged with other branch of practice committees to raise the profile of medical management across the BMA.

The CMM has worked with the BMA’s equality, inclusion and culture team to establish what the association can do to better support doctors who are women or from ethnic minority backgrounds to transition to medical management and leadership careers. The committee is also represented on the BMA’s internal gender pay gap group, feeding in the medical management perspective to the BMA’s work on addressing the gender pay gap in medicine, specifically looking at how to get more women into leadership positions in the NHS. We are also represented on the internal BMA new clinical roles group which monitors the impact of MAPS (medical associate professions)

We have worked with key external stakeholders, including meeting with the General Medical Council (GMC) to discuss issues such as the regulation of physician associates and how the training of medical managers can be improved. We have also worked closely with the Faculty of Medical Leadership and Management (FMLM) to promote compassionate leadership and advocate for career pathways into medical management.

Supporting medical managers with terms and conditions

Building on the [contract guidance for medical managers](https://www.bma.org.uk/pay-and-contracts/contracts/medical-manager-contracts/contract-guidance-for-medical-managers) that was published to support medical managers with the unique contractual issues they experience, we are in the process of developing model contracts for medical managers, which will outline what these doctors should expect from their contracts and, by extension, assist them in negotiations at a local level with their employers.

Looking forward

The recruitment, retention and development of medical managers is of vital importance for the workforce of today and the future. The committee aims to continue monitoring these processes while, with its expertise in workforce planning, helping to shape the debate on the challenges and opportunities for future workforce development. In particular, we look forward to continuing to work to increase the representation of women and BAME doctors in both in medical leadership and management positions and more broadly across the NHS, as well as the diversity of our own committee membership.

The CMM will be hosting three further virtual events in Autumn and a full day conference on 26th April 2022 at BMA House. Information will be published on the BMA website.

We will continue to raise awareness of and increase the impact of the work of the CMM within the BMA. At our first meeting of the 2021-22 session we will be agreeing our objectives for the coming year.