



**Canham Hall Associates**

Governance - Culture - Leadership

# Review of processes in place to support doctors working in isolation for the Faculty of Sport and Exercise Medicine

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*Canham Hall Associates  
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## The Task

Following a number of incidents arising among fellows and members of the Faculty of Sport and Exercise Medicine (FSEM) and how that might relate to the appraisal and revalidation processes undertaken by FSEM (Suitable Person function), FSEM wishes to review processes in place to support doctors working in isolation and outside of NHS governance structures. This would include:

1. processes and procedures that underpin identifying, handling and addressing incidents;
2. how that relates/should relate to the Suitable Person function;
3. processes in place to support doctors working in isolation;
4. experience of similar bodies.

## The proposed approach

Based on discussion with the FSEM, this review is likely to fall into two phases of work, as outlined below. CHA will work with the FSEM to refine the brief during project initiation.

At this time, a costed proposal is provided for the first phase - Desk Research and Discovery. As agreed with FSEM, the scope and shape of the following phase will be defined and developed as Phase 1 proceeds and in discussion with FSEM.

- Phase 1 – Desk Research and Discovery
- Phase 2 – Support for implementation of new policies and processes

## Phase 1 – Desk research and discovery

Desk research is likely to comprise a review of documents related to the following:

1. Code of Practice
2. Appraisal and revalidation
3. Complaints about fellows and members
4. Disciplinary process as regards fellows and members
5. “Contract with members” – membership eligibility and “regulation”
6. Arrangements for accountability to the GMC as regards Suitable Person function
7. Case studies (between one and three cases depending on nature and complexity)
8. Governance as regards these functions – trustee responsibility and indemnity position.

Interviews likely to be with the following:

1. FSEM Suitable Person
2. Staff who work on these functions
3. FSEM Appraisers
4. Case subject in latest and/or significant case(s)
5. Small sample of FSEM members to gain understanding of SEM practice.

## Exploratory discussions with other Faculties that undertake Designated body or Suitable Person functions

These discussions will explore current practice, issues arising and addressed and wider support offered to doctors in these areas of practice. The four Faculties have designated body status. These interactions will be undertaken observing the strictest confidentiality.

Production of findings and proposals for subsequent Phase.



We expect to complete this work within eight weeks of formal project initiation. Subject to FSEM and contracting, we are available to commence in early March 2022. For successful completion of the work, CHA will require active engagement from FSEM colleagues, access to relevant documentation and communication support to engage with nominated interviewees and contributors.

The anticipated final outcome of this review is a document which will -

- help FSEM re-define its internal processes so there are robust and consistent ways to deal with complaints/whistleblowing etc.;
- help FSEM negotiate with and support elite sport organisations in their recruitment and development of doctors working for them;
- offer advice about what FSEM might need to have in place, in addition to a code of conduct, aligned with current member support practice in comparable organisations (this could cover among other things mentoring, leadership development);
- equip FSEM to defend the rigour of its processes should further significant incidents arise which attract media or stakeholder attention.

### Estimated effort and costing

We anticipate 19 days of effort to complete Phase 1. This is an estimate based on currently available information. CHA daily rate is £675 regardless of which consultant or both is carrying out the work. CHA only invoices for days utilised on the work.

### About Canham Hall Associates

CHA's team has undertaken work ranging from large-scale change and development and entire governance reviews to focused tasks such as strategy or board development, governance improvement and coaching/mentoring. We are familiar with the funding, infrastructure, staffing and networking contexts of professional membership bodies at different stages in their organisational lifecycle. We have worked in and with Chartered bodies, start-up enterprises, and organisations with international reach and exceeding 100,000 members.

Canham Hall Associates is led by:

- **Alison Robinson Canham**, a highly experienced educator, strategist and change agent specialising in higher education and professional bodies for over 20 years in the UK and internationally. Alison is a qualified performance development coach and has designed and implemented values and behaviours-based development frameworks with international reach.
- **Andrew Hall** has over 30 years' experience of professional membership bodies as a CEO, trustee and adviser. His experience focuses strongly on leadership and governance. This includes undertaking major governance reviews and extensive organisational development as CEO of the Royal College of Radiologists and as a consultant. Andrew's experience spans the medical, wider healthcare, science and legal sectors.

Details of referees and of work undertaken can be supplied on request. We confirm our availability to undertake this assignment as proposed and have identified no conflicts of interest that might compromise our work with FSEM.