



**Faculty of
Pharmaceutical Medicine**

of the Royal Colleges of Physicians of the United Kingdom

*Advancing the science & practice
of pharmaceutical medicine
for the benefit of the public*

Strategic Plan 2026-28





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ABOUT FPM

We are the Faculty of Pharmaceutical Medicine (FPM), a charity and professional membership body on a mission to advance the science and practice of pharmaceutical medicine for the benefit of the public. We set the highest scientific and ethical standards to help unlock the full potential of new medicines and medical technologies and make sure they are as safe as possible for patients. We do so by:

- Providing a collective voice for our 1,600 members who are striving to advance the research and development of new medicines to help prevent and overcome diseases that impact on the lives of patients worldwide;
- Promoting a robust regulatory environment, to ensure high standards of patient care, and to meet the needs of our members, who are all medically qualified and employed within the pharmaceutical industry, research organisations, drug regulatory authorities, or working as independent consultants or in specialist R&D roles within the NHS;
- Supporting a political and social climate where our members can be successful;
- Fostering a diverse and inclusive community in which all members are encouraged to contribute to the advancement of the profession, and in which we promote the involvement and advancement of our members regardless of the characteristics of a person's identity; and
- Working collaboratively with members to define policy priorities; communicating effectively to ensure FPM remains the trusted expert partner on all matters relating to pharmaceutical medicine; and providing horizon scanning and thought leadership.



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OUR VISION, MISSION AND VALUES

OUR VISION

A world where effective medicines and health technologies meet the needs of patients.

OUR MISSION

To advance the science and practice of pharmaceutical medicine by working to develop and maintain competence, ethics and integrity, and the highest professional standards in the specialty for the benefit of the public.

OUR VALUES

Values are important for modern and forward-thinking organisations as they help to support the vision, shape the culture and support decision-making; but most importantly, they govern how we all behave towards one another. We are:

- **Professional**, being accountable for our work and actions;
- **Innovative**, seeking solutions proactively;
- **Caring**, treating everyone with dignity;
- **Collaborative**, working positively with others;
- **Credible**, being honest and ethical in our work; and
- **Learning**, investing in developing knowledge and skills.



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A PROFESSIONAL HOME

As pharmaceutical medicine enters an era of unprecedented change and opportunity, we recognise that the continued success of our members and of the wider industry relies on the capacity of individuals and organisations to connect.

Pharmaceutical medicine comprises a multi-faceted community (ranging from pharmaceutical physicians, clinical pharmacologists, and clinical research professionals to regulatory affairs specialists, medical writers, and health economists) that works across a broad spectrum of sectors and enterprises (from private pharmaceutical companies, research organisations, and regulators to academia, patient groups, and medico-legal agencies). As such, the ability to connect at all levels, locally, nationally and across the globe is fundamental to supporting the sustainability, proficiency, innovation and camaraderie of the profession.

FPM's innate ability to engage a broad membership and connect it with numerous stakeholder networks underpins our authority, credibility and value as the professional home for specialists working in pharmaceutical medicine.

Our members are the heart of the FPM community. A strong sense of belonging to a professional community is a major factor in deciding to join a membership body and the continued strength of FPM's membership points to a strong, collective desire to belong. By participating in and supporting the organisation's activities, our members seek to give back to their profession through peer-support; to promote pharmaceutical medicine more widely; to help inform policy; and to benefit from our professional development opportunities, revalidation, and the support and guidance that we provide to enhance professional standards in pharmaceutical medicine.

Extending beyond our membership is a broader community of individuals from governments, agencies and industry (including but not limited to the NHS, the Department for Health and Social Care, the Medicines and Healthcare products Regulatory Agency, and the National Institute for Health and Care Research), and other stakeholders who engage with FPM regularly in many ways: as speakers, authors, advisers and supporters, as well as patients. Their collective knowledge, expertise and experience is undoubtedly invaluable to our members; and crucially, this wider stakeholder network benefits from the diverse knowledge, expertise and experience of our members. It is a spirit of mutual endeavour that underpins the value of our wider community, helping to raise the profile of pharmaceutical medicine and the value of our profession and industry more widely.

The increasing convergence of the pharmaceuticals and health technologies, as well as the global regulatory environment, lends itself to greater international partnerships and we are uniquely positioned to capitalise on opportunities to facilitate heightened connectivity amongst our growing community. By continuing to embrace global connectivity and promoting opportunities to connect, we further increase the value and impact of our community. By enhancing the depth of knowledge and breadth of reach available to the FPM community we demonstrate not only the value of FPM membership but also the proliferation of professionalism within worldwide pharmaceutical medicine, led and facilitated by FPM, *the professional home of pharmaceutical medicine.*



OBJECTIVE: PROMOTING A SHARED PROFESSIONAL IDENTITY

FPM is a growing and diverse community; we will always strive to ensure our outlook remains equally diverse. Our reach and value in tumultuous times and uncertain geopolitics enables us to encourage more collaborative, coordinated and systematic approaches to innovation in pharmaceutical medicine.

As *the* membership organisation for pharmaceutical medicine professionals, we welcome members from nearly 40 countries and are increasingly active in delivering support to members across Europe, the Americas, Africa, China, India and Asia. The increasing convergence of worldwide markets lends itself to greater global partnerships and we are uniquely positioned to capitalise on the opportunities to facilitate greater connectivity amongst our growing community.

The principles of knowledge exchange and sharing of ideas, problems and solutions are central to our mission; and from our unique position at the heart of a widespread network of knowledge and expertise, we encourage professional relationships to flourish and our members to promote good practice, share problems, impart knowledge, suggest solutions, and build personal communities that enhance their working practices.

We will support our members as an incubator for individual and organisational professionalism, positioning FPM as a focal point for inspiring and realising professional competence, confidence, and capability; and our ability to connect colleagues across borders enables us to support equally members from newly emerging or developing economies as well as from established regulatory environments. This means we can drive best practice more widely than before; promoting shared professional standards, supporting members from a widening variety of backgrounds, and growing our dynamic and diverse professional community.

We will provide opportunities for professional education

Professional education and accredited learning are the cornerstone of individual and organisational success. They promote ongoing improvement and accountability; they underpin quality and indicate a dedication to continual development and improvement; and they demonstrate a commitment to industry standards.

By providing access to a holistic suite of opportunities for members to enhance their knowledge, develop their expertise, and progress their careers, we will address the growing demand for professional recognition and will drive forward the culture of competency-based professionalism within pharmaceutical medicine. This includes continuing to develop and advocate for the Pharmaceutical Medicine Specialty Training (PMST) programme which is designed to produce pharmaceutical physicians who are equipped with specialist knowledge and capabilities to practise to the highest ethical and professional standards, for the benefit and safety of patients, in the development and maintenance of medicines.

We will explore the changing character of the sector, with a view to understanding our opportunities for growth

The pharmaceutical medicine sector is venturing into areas that were previously unrelated to the industry or simply did not exist, such as artificial intelligence, block chain, biotech, and digital therapeutics. The pharmaceutical medicine sector is therefore much broader today than the traditional boundaries of clinical medicine and so it is timely that we seek to understand how our membership can or should evolve to reflect the character of the industry. This requires a comparative analysis of FPM's market potential, including a review of our membership criteria, an assessment of international reach



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and scope, an appraisal of the value and impact of our various membership categories (FFPM, MFPM, etc), and an examination of our various routes to membership (including the DPM Training Programme).

We will promote the values and impacts of modern medical leadership

As healthcare systems rapidly become more complex, healthcare leaders are navigating expanding role scopes and increasingly varied tasks to ensure the provision of high-quality patient care. This is true for leaders within pharmaceutical medicine as it is in any other specialty; and despite the availability of a range of leadership theories, models, and training curricula to guide leadership development, the roles and competencies required by modern medical leaders has not been sufficiently defined. Capitalizing on our unique position at the centre of pharmaceutical medicine, we will define a model for modern medical leadership that emphasizes a dynamic and adaptable approach that goes beyond traditional hierarchies and prioritizes vision, ethical integrity, and emotional intelligence.

We will work to sustain members' professional wellbeing

As our lives become ever more hectic and complex, it is important to step back and focus on our professional wellbeing. We often forget that our mental and physical health are just as important in the workplace as they are at home. When we feel stress, anxiety, or burnt out, it is difficult to be productive or creative, and so it is essential to find ways to de-stress and recharge before, after and during work.

Professional wellbeing is the state of being comfortable, healthy and happy in your work, and it encompasses both physical and mental health, as well as an overall satisfaction with your career. Employers must work to ensure work-life balance swings back and forth for each employee as their workload, time, and life stages change, and as part of our commitment to supporting our members, we are uniquely positioned to help them and their employers as they navigate changing landscapes and seek professional success, whilst also striving to emphasise life over work.

Supporting and promoting mental health and wellbeing is a global social responsibility and by embracing and promoting opportunities to connect on specific issues and/or objectives, we will empower and equip our members to take control of their health and wellbeing. We will identify and help employers to mitigate the barriers that prevent self-care and take action to normalise self-care and wellbeing by educating members, promoting help-seeking behaviours, and advocating for better mechanisms for realising the work-life balances that support health and well-being.

We will achieve these objectives by:

1. Consulting our network to understand how the sector and profession is evolving (and may evolve), to ensure our professional education programmes remain relevant by reflecting, responding to and driving those changes.
2. Ensuring our education programme remains relevant, accessible, understood and valued by individuals, industry, regulators, academia, and our wider stakeholder network. By aligning our professional education programme with the career trajectories that have emerged across the profession our opportunities will remain applicable to early career, mid, and senior level professionals.
3. Reviewing our membership structures and aligning categories and criteria with the standards and competencies articulated through PMST. We will thus reaffirm PMST and the DPM as recognised



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and valued badges of professional expertise and assimilate the professional standards of our education and membership programmes.

4. Maintaining revalidation that is supportive and proportionate, whilst meeting GMC requirements.
5. Conducting a detailed market analysis, including a review of industry dynamics, international opportunities, and cost-benefit analyses of possible growth strategies.
6. Developing and implementing a volunteer strategy that delivers a sustainable pipeline of fresh talent and new perspectives that complements and strengthens the commitment and energy of our existing volunteer network.
7. Creating, maintaining, and promoting a leadership competencies framework that articulates the core set of skills, knowledge, and behaviours required by an individual to navigate and succeed in their leadership role; and which reflects and informs the qualities and characteristics that are necessary for modern medical leadership to flourish in pharmaceutical medicine.
8. Synchronizing our wellbeing and EDI policies and strategies, recognizing that embedding equity, diversity, and inclusivity into members' professional lives is central to their wellbeing.
9. Developing a member wellbeing framework that illustrates the quadrants of wellbeing and is underpinned by a self-assessment tool and wellbeing plan with links to relevant resources.
10. Advocating better understanding and appreciation of modern workplace practices, and promoting the need and expectations for, and operations of inclusive and equitable working environments.

What does success look like?

- Professionals (members and non-members) from across pharmaceutical medicine access our education programmes because PMST and the DPM are recognised by individuals, businesses, and organisations across the sector as *the* industry standard in training, professional education, and formal accreditation.
- Appreciation of the relevance, value, and significance of FPM membership and fellowship is increased, reflected in growing numbers of registrations and renewals.
- Holistic membership recruitment and retention processes that integrate systems for member engagement with internal and external communications, programme evaluation, and business development.
- An organisation-wide culture of data-based, evidence-led decision-making vis-a-vis business development, risk management, stakeholder engagement, and policy advocacy.
- A talent-pipeline of volunteers who lead on programme development and delivery, influence our policy development and advocacy, and contribute to the leadership, governance, and sustainability of FPM.



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- We are strongly positioned to target long-term growth and to invest in data-driven strategies for FPM's business growth that are designed to realise financial strength, business resilience, and social responsibility.



OBJECTIVE: EXTENDING REACH AND INCREASING INFLUENCE

FPM is a trusted voice. Through our members we have a unique viewpoint of the challenges and the opportunities facing pharmaceutical medicine. This knowledge underpins our ability to advocate on behalf of our members, represent the interests of the profession, and support research organisations, manufacturers, distributors, and crucially, patients. We will continue to support our members in navigating the legislative and regulatory landscape by nurturing our relationships with governments, parliaments, and regulators; and we will provide enhanced opportunities for our members to engage with and influence key decision-makers; and to share their knowledge, views, and expertise with interested parties both internal and external to the pharmaceutical industry.

We will challenge misinformation about pharmaceutical medicine development and distribution

The effects of misinformation and disinformation costs the global economy billions of pounds each year, and the pharmaceutical area is certainly not immune to the impacts of “fake news”, often being maligned as harmful and unethical and accused of intentionally confusing and complicating issues. Misinformation spreads rapidly across social media and other online platforms, posing risks to public health, threatening to undermine the industry’s R&D, and destabilising some members’ commercial interests and their ability to conduct business. It is imperative therefore that we support our members in leveraging trusted sources to counter misinformation, advocate accurate public health information, and debunk misinformation using evidence-based methods.

We will help policymakers make informed, evidence-led decisions

Policymakers face complex challenges, from global pandemics and geopolitical challenges to energy and climate crises. Specialist FPM technical knowledge can help them understand the problems faced by our sector more accurately, and identify and assess policy options more thoroughly. We will continue to build strong relationships with policymakers, connecting them with pharmaceutical medicine research and innovation and ensuring frequent and productive interactions as required.

We will achieve these objectives by:

1. Defining and delivering a targeted media strategy that tackles difficult topics, challenges myths, and raises awareness of pharmaceutical medicine through direct, public facing communications, campaigns, and advocacy action.
2. Positioning FPM as an independent thought leader through briefings and external publications, such as white papers, articles, and other editorial.
3. Providing platforms for sharing knowledge and promoting ideas generation, such as roundtables, sandpits, and symposia.
4. Researching and implementing additional digital means for engagement with members and external stakeholders, including mobile technology, cross-platform applications, and other media channels.
5. Commissioning a longitudinal study of our campaigning and advocacy actions, recognising that our influence should extend beyond policy consultation, and should instead be measured in how public policy is framed, delivered, and assessed.



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What does success look like?

- Members are actively engaged in FPM's operational committees and forums, sharing their knowledge and expertise and contributing to policy positions and FPM publications.
- Regular and effective meetings are held with the Medicines and Healthcare products Regulatory Agency (MHRA) and other Government departments, plus key policymakers and decision makers.
- Improved public facing communications, delivered through a variety of existing and new in-house channels, as well as through specialist media partners, such as the Science Media Centre.
- Policymakers better understand and appreciate the issues and opportunities facing the development, clinical use, and monitoring of medicines and health technologies, and engage with FPM on these matters.
- External stakeholders recognise and collaborate with FPM as a leading voice in pharmaceutical medicine.



OBJECTIVE: NURTURING IDEATION AND INNOVATION

Organisations involved in pharmaceutical medicine are increasingly required to cope with and respond to the nature and speed of technological, political, and social change. Recognising the speed and significance of these changes, FPM will advocate members' innovation and promote the opportunities available to them by working with our members and partners to be a recognised hub for expertise, bringing together theory and practice in innovation.

We will advocate for digital regulation that is current and fit-for-purpose

Digital technologies are transforming our economy and society, and the pharmaceutical medicine sector is no exception. The challenge for governments is to keep pace with the dramatic speed of technological change, while minimising the risks they present. The UK Government is committed to digital regulation that promotes competition and innovation whilst keeping the UK safe and secure. We will engage with regulators and advocate for digital regulation that is consistent and appropriate for pharmaceutical medicine.

We will advocate for investment in UK-based R&D

The opportunities for innovation in pharmaceutical medicine are many and varied, ranging from bioconvergence and precision medicine, to digital therapeutics and 3D cell culture, to digital pharmacovigilance and virtual clinical trials. To truly benefit from this innovation, we need significant investment in UK-based R&D; and whilst the UK Government has ringfenced funds for the life sciences sector, we require sustained public investment in discovery science to realise the full potential of new and emerging opportunities in pharmaceutical medicine. The Life Sciences Innovative Manufacturing Fund underscores the importance of science and technology in driving economic growth, raising living standards, and strengthening public services; and whilst it will enhance the UK's ability to develop and produce life-saving treatments, FPM will continue to engage with the Government for long-term investment, arguing that the ROI will far outweigh initial financing.

We will provide guidance and access to resources relating to new and emerging technologies

Digital innovation is transforming pharmaceutical medicine in many ways, such as predictive health management, the use of artificial intelligence in diagnostics, and wearable biometric ID products. We will provide our members with information and opportunities to share experience relating to new and emerging technologies to help navigate an increasingly complex digital environment.

We will offer expertise to help solve national and international challenges

Capitalising on the systems and processes for policy consultation and contribution which we developed and actioned during the COVID-19 pandemic, we will actively seek to influence and input on the national and international priorities that are articulated through the *2030 Agenda for Sustainable Development*¹, including policies and action on good health and well-being, reduced inequalities, and climate action.

¹ <https://sdgs.un.org/goals>



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We will achieve these objectives by:

1. Investigating options for establishing an Innovation Advisory Group to assist with information sharing, the provision of specialist guidance, and access to innovators and thought leaders in pharmaceutical medicine and related spaces.
2. Creating and implementing a plan for working with universities, research councils, regulator, and private companies to translate research outcomes into robust clinical outputs: stimulating innovation, informing product development, and supporting the dissemination of pioneering technologies.
3. Delivering distinct lobbying and/or awareness campaigns that articulate the value and impact of our members' expertise and enterprise.

What does success look like?

- Members are actively engaged in FPM, sharing their experience and innovations and helping to define FPM policy positions and advocacy priorities.
- FPM is recognised as a primary source of knowledge on all major issues pertaining to pharmaceutical medicine, including new ideas, emerging trends, and successful innovations.
- FPM is sought out and consulted on national and international health and life science challenges.



OBJECTIVE: USING GOOD GOVERNANCE TO UNDERPIN RESILIENCE

Achieving our strategic priorities requires financial and organisational sustainability. Our ambition is to be recognised for exemplary standards of corporate governance, efficient and effective organisational management, and prudent guardianship of resources. We always endeavour to provide our members and wider community with value for money, and enhanced services and support, and will continue to do so as we build on the achievements of our previous strategic roadmap to deliver the objectives of this refreshed strategy.

We will embrace Governance as Leadership

We will cultivate the enduring strength and resilience of FPM through policies, protocols, and practices that clearly define and enforce Board, committee, management and operational roles and responsibilities.

We will achieve these objectives by:

1. Regularly reviewing FPM's performance against our strategic objectives, checking that targets remain relevant; and ensuring our governance framework remains fit-for-purpose and focused on continued organisational success and sustainability.
2. We will continuously strengthen our governance framework in line with best practice.
3. Reviewing our various committee structures, systems, and performance to ensure they continue to enhance our value proposition and realise benefits for our members.

What does success look like?

- A trust-based environment where all Trustees, staff, and volunteers are valued, heard, and able to contribute to discussions and debate.
- A Board of Trustees which embraces and engages confidently in *governance as leadership*.
- Governance is recognised as a corporate asset and a vehicle for creativity and innovation as well as scrutiny and accountability.
- The consistent application of governance protocol, including respect for roles and responsibilities and the parameters of decision-making.



CONTINUOUS IMPROVEMENT

In line with recognised best practice, we continuously review our business processes and update them when required, ensuring they remain current and fit-for-purpose. Our areas of focus include, but are not limited to:

- A regular review of the Board's operating protocols, induction processes, diversity monitoring and succession planning;
- Ongoing review of operational policies to ensure they are in line with current business practice and legislation; and
- Effective use by the Board of FPM's committees and volunteers to ensure we continue to benefit from an effective horizon-scanning process.

These continuous improvements are implemented cognisant of our need to remain agile and responsive in a rapidly changing and disruptive environment.

GOOD GOVERNANCE

In broad terms, "good governance" enables and supports FPM's compliance with relevant legislation and regulation, but also promotes attitudes and a culture where everyone works towards fulfilling FPM's vision, mission and values. Good governance requires leadership; is responsive; is effective and efficient; is transparent and accountable; embraces diversity; is participatory; has integrity and follows the rule of law; and makes a positive contribution to realising an organisation's mission, vision and values.

Our Board seeks to work within the parameters of a governance model that provides for effective working between Trustees and the Executive. Our Board observes both the mechanics and the dynamics of *Governance as Leadership*, recognising the value of having in place both practical procedures and positive behaviours and relationships for governing. Our approach to governance will always reflect this philosophy, as will our Trustees' annual development and assessment programme.

COMMUNICATING AND REPORTING

Communication of our strategic roadmap and regular engagement with our members, external stakeholders and partner organisations is critical to our success. We will raise awareness by creating and implementing a robust and comprehensive communications strategy; and organisational performance will be monitored by the Board and reported to the membership and our stakeholders through publication and dissemination of our Annual Report and our annual submission to Companies House.