



2022

The Healthcare Leadership Academy

Community Report

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Intro from Johann

This year has been a significant year of expansion for the HLA. We were delighted to see a remarkable growth in HLA application numbers as we came out of the pandemic. Likewise the faculty team has also continued to grow, enabling us to deliver an ever-improving experience for our scholars past and present.

Although throughout 2021 and early 2022 many training institutions initially sought to return to pre pandemic approaches to professional and educational development in healthcare, we must recognise that this sector has come into a very different environment- an environment that has challenged many pre-existing assumptions. In an effort to respond to this new post-pandemic landscape, we have focussed our attention on the development of new educational tools and content, as well as evolving the institution of the HLA itself. Consequently our footprint of activity has continued to grow apace, including with the success of the HLA IDEAS programme.

In particular, as the HLA has developed we have examined each Leadership Pillar in our curriculum and the experience of scholars within it, establishing opportunities, providing subject-specific exposure for our scholars and responding to their expressed needs. In this manner, we hope to constantly evolve the institution that is the HLA.

Within the wider context of work, our partner organisation Medics.Academy has continued to grow its footprint of work and thereby invested ever-greater resources into leadership development to enhance and professionalise many aspects of the HLA. The HLA has also been able to take advantage of the wider social impact work of our Medics.Academy partners - including their investment in gender empowerment work in Africa, leadership development in Asia and system strengthening in the UK.

As we move forward, we will constantly evaluate which changes that were introduced as a consequence of the pandemic have been for the better, and where scope to improve remains. The HLA has access to a significant set of technological benefits coming through from Medics.Academy. Our aim this year is to fully realise that opportunity, develop our close community and continue to invest in the healthcare leaders of the future.





London



Newcastle



Bristol



Edinburgh



Cohorts



Belfast



Amsterdam

George Miller

Reflecting on the 29 cohorts of scholars who have now completed the HLA Programme, I want to write about where we have been, why we are doing it and where we intend to go. First, where have we been? Well, 6 years ago the HLA was set up to nurture, to empower and to support healthcare workers. It was founded on that simple premise that clinical leaders should be given advancement not based on where they came from, what clinical rank they have achieved, or who they know, but instead according to their strengths and their qualities. It was founded on a belief the health service is not inevitably one way or another. That things can in fact be changed, indeed changed very rapidly, if they are addressed by someone with sufficient confidence, sufficient knowledge and sufficient authority. It was founded on the notion that local clinicians know more, care more and can do more than distant officials.

After starting with 11 scholars in London in 2017, we have more than doubled in size every year since. This last year 1800 people started our application process to become a HLA scholar, with 160 places offered across 11 cohorts, 5 countries with 25 Cohort directors. We have the pleasure therefore of working with some of the most able and some of the most highly educated clinicians in the country. As Johann will often tell you, the question is not now whether our scholars will be leaders, but what kind of leaders they will choose to be. It is therefore their choices, as much as their abilities, that interest us.

Now, however impressive the expansion of the HLA may seem, it should not be deemed great of course, unless there is a great purpose behind it. So we may wonder, what have our scholars achieved? Our scholars have reached national prominence with their projects, they have presented at the house of lords, they have reached millions through national campaigns. But still, we must also recognise that it is at the everyday level that larger change happens. There is a pretense in healthcare in Britain that what we need are grand ideas, but actually, clinicians often simply want to be led justly and well.



London

In person cohort

Asha Thomson - London Cohort 2 Director 2021-22

Alexander Lee - London Cohort 1 Director 2021-22

Soham Bandyopadhyay - London Cohort 1 Director 2021-22

Kieran Robinson - London Cohort 1 Director 2021-22

Nadine Abbas - London Cohort 2 Director 2021-22



The first cohort of HLA scholars were based in London and completed their scholarship in 2016. Since then, 5 cohorts of scholars have been through HLA London. This year's cohort attracted healthcare students and professionals from a range of backgrounds including dentistry, nursing and medicine. 46% of the scholars were women and 54% of the scholars were from an ethnic minority background. This year, all of our sessions were hosted online due to COVID-19 restrictions.

Speakers at the sessions came from all walks of life - from medical defense lawyers to a BAFTA winning clinical leader who ran the only hospital in a Middle Eastern war zone. The programme itinerary was tailored to the needs of our scholars and the external speakers reflected their interests from global health to social media skills. Scholars this year have, as always, produced phenomenal work during the programme. Scholars within the cohort have published books and run international clinical conferences. One was awarded an MBE during the year. The impact of these scholars has reached far and wide, and we look forward to working with them in the future as healthcare leaders.

Virtual cohort

Felix Torrance - London Virtual Cohort Director 2021-22
Leila Ellis - London Virtual Cohort Director 2021-22

We have greatly enjoyed pushing the scope of what is possible via a virtual platform this year. With scholars and cohort directors connecting from multiple time zones we have been able to thrive without geographical boundaries. The virtual nature of our cohort has enabled Scholars to attend from a variety of settings which has particularly supported those managing childcare, health and other life demands.

Some highlights from the year included an inspirational advocacy and campaigning session with athlete activist Mhairi MacLennan as well as a grounding wellbeing session with the Great Britain rowing champion Holly Hill. Our scholars have excelled in driving forward changes in their projects.



Newcastle

Carina Dowson - Newcastle Cohort Director 2021-22

Yamen Jabr - Newcastle Cohort Director 2021-22

Eleanor Morris - Newcastle Cohort Director 2021-22



This year, we once again had two Newcastle cohorts of scholars, comprised of a wide range of health professionals; doctors from a vast number of specialties, from medical students to senior registrars, dentists and allied health professionals.

The first sessions in November allowed us to have face-to-face sessions in Newcastle for the first time since March 2020; and over the year we had a mixture of in person and virtual sessions, using each platform for the advantages it offers.

We started our year with another brilliant keynote talk from Dr Namita Kumar, Postgraduate Dean of HEENE, and would like to thank her for her support. We would also like to thank Matt Prior who led several workshops including exploring life online, and leadership hacks.; while Colby Benari discussed networking; and Johann led the very enjoyable negotiation session.

The sessions were structured, so that the scholars could learn and reflect on themselves as leaders, alongside learning key leadership skills. They were encouraged to work as a team and there was much learning from each other. We enjoyed debating topics and contemplating how to manage difficult scenarios. By being pushed out of our comfort zones, we grew as individuals and as a group.

The final sessions included the project presentations; it was evident the amount of work that had gone in, and everyone's achievements were celebrated. It was a great way to finish off another successful year and we are already looking forward to the programme for 2022-23.

Bristol

Oliver Griffiths - Bristol Cohort Director 2021-22

Eamon Rawlins - Bristol Cohort Director 2021-22

Jack McAlinden - Bristol Cohort Director 2021-22

Christine Muhota - Bristol Cohort Director 2021-22



Oliver Griffiths and Eamon Rawlins were thrilled to have been joined by Christine Muhota and Jack McAlinden this year in running HLA Bristol. With the expanded Cohort Director team we have split into two cohorts: Oliver and Jack have run Bristol 1 and Eamon and Christine have run Bristol 2.

Christine and Jack were both scholars in HLA Bristol last year, and this experience has helped them to bring new perspectives to the Cohort Director team and has allowed the Bristol Cohort to develop into a more fully rounded educational experience.

We have had another fantastic year working with an incredibly talented group of students and clinicians from a wide range of backgrounds. We have worked hard to create an open and supportive environment where our scholars can learn directly from one another, and we ourselves have also thoroughly enjoyed learning from their diverse experiences within healthcare.

We have enjoyed developing previous educational sessions and creating entirely new sessions to more fully meet the objectives of the six pillars of the HLA. We are extremely grateful to all of the individuals from within and outside of the HLA who have helped us to deliver these sessions.

Due to COVID restrictions we have unfortunately not been able to deliver the Bristol cohorts in person this year, and whilst this has been disappointing, we have made every effort to create as engaging and enjoyable online experience as possible for our scholars. We are very much looking forward to a new exciting year ahead!

Edinburgh

Emma Tonner - Edinburgh Cohort Director 2021-22

Flora Jobson - Edinburgh Cohort Director 2021-22



This was the second year of the Edinburgh cohort and this year we managed to fulfill the Scottish dreams we set out when we started this journey. We were able to meet in person and explore Edinburgh together: including Arthur's Seat, Calton hill and some new culinary delights. It was a pleasure to share this with those who had traveled to be with us - we had scholars join us from the far-flung ends of the UK from the Scottish highlands to the south English coast. We had a wonderful variety of different healthcare professionals and stages of training.

Through their achievements over the year, it is clear to see that they will each go on to bright and vibrant futures as leaders in healthcare. We look forward to helping them retain the relationships and skills they have developed together this year as they move forwards in their careers and various journeys.

This year we covered a range of practical workshops, theoretical teaching and inspirational talks from guest speakers. The scholars have produced a wide range of projects that I have no doubt you will be inspired by (we highly recommend you take the time to check them out). In addition to thanking the scholars for their engagement, we would like to express our gratitude to the wider HLA community for their support as we continue to develop the Edinburgh Cohort.

Belfast

Jack Haywood - Belfast Co-Director

Hannah Gillespie - Belfast Co-Director

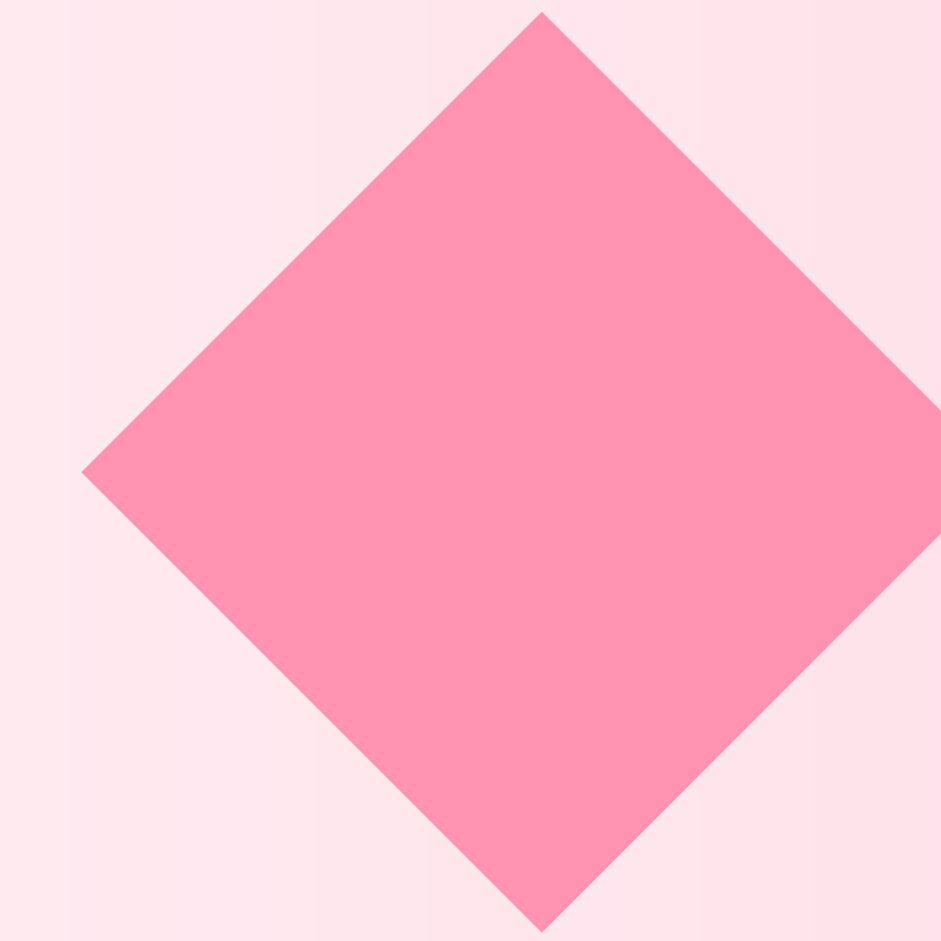


The second year of the Belfast Cohort marked our first in-person sessions. We had significantly more scholars in the 2021/22 cohort, and this provided a wider range of backgrounds and experiences to learn from and reflect on.

We held two in person weekends which were facilitated predominantly by the cohort directors. However, we also had local speakers including Professor Louise Dubras, the Foundation Dean of the School of Medicine at Ulster University, a newly opened medical school. The course followed the HLA curriculum, incorporating well liked and essential content, such as negotiations and networking. However, we were able to include new and exciting content. The two in person days were taken up by a simulation, in which the cohort was split into two Department of Health teams that had to solve a current healthcare solution with a limited budget (with a few curve balls thrown in along the way!). They had to engage with many stakeholders, including the public, and present their findings to the Northern Ireland Minister for Health (who looked surprisingly like Jack...). This session summarised all of the core content and skills learnt developing their projects.

Between these two weekends we also held a monthly virtual evening. Due to the virtual nature of these sessions, we were able to take advantage of having speakers from across the United Kingdom who are established in their field including Justin Varney, the Director of Public Health at Birmingham City Council. These sessions provided checkpoints for the scholars as there was also dedicated time to discuss projects and chat with the cohort directors.

We were impressed with the range of projects the scholars designed and implemented. These varied, from developing educational materials for other HLA courses to working with primary care to better medical care for refugees. The projects were similar in themes to last year including widening participation, global health, and women's health. Their commitment to the projects and the programme as a whole was exceptional, and we are certain we have many exceptional future healthcare leaders. As we both step down from the Cohort Director role this year, we are inspired by the next generation of healthcare leaders and look forward to seeing what lies ahead for future cohorts.



Amsterdam

In person cohort

Anne Meierkord - Amsterdam Director 2021-22

Emma Oostenbroek - Amsterdam Cohort Director 2021-22

Jacob Bloor - Amsterdam Cohort Director 2021-22



As the Amsterdam cohort entered its third year, 2021-2022 continued to see a passionate and enthusiastic group of scholars come together in what they made an engaging and stimulating environment.

Due to the ongoing challenges imparted by the Covid-19 outbreak, our first two in-person weekends were held at the fantastic Founders Factory in London. These in-person weekends gave us an excellent platform to host engaging workshops on topics such as negotiation, debating and media training. Scholars also stepped up to the plate to bring forward their own leadership experiences and expertise to educate us on their journeys so far and visions for an Ideal Healthcare System. A common theme from feedback we received was that scholars felt underprepared to run an online campaign for their projects, in response to this we organised several social media workshops and influencer panels to better equip them with their ongoing individual project work.

The virtual sessions worked in unity with our in-person sessions to create a hybrid fusion of content delivery. Virtual contact days allowed for us to invite international speakers such as Wouter Kollen and Sjoerd Repping, as well as challenge scholars on key issues such as advocating for change, networking, and mentoring.

The opportunity to finally touch down in Amsterdam was one we all won't forget any time soon... not least for it's chaotic canal boat rides and cyclists in every direction you looked! The 'finale' weekend took place at De Roos in Amsterdam, and saw scholars being joined by Michèle van Vugt who shared her inspiring experience of leadership on the frontline and Priscilla Maria who shared her motivational journey and top tips for scholars. In addition to this, workshops on conflict resolution and political dilemmas were held in Vondelpark where temperatures topped 25 degrees.

This year we also integrated the Amsterdam open day into the in-person cohort weekends; an opportunity for prospective Dutch scholars to join our current cohort and experience a taste of what we have to offer. Workshops on consultancy, resilience and project workshopping were amongst some of the activities shared between current and prospective scholars.

As cohort directors, it has been a pleasure and a privilege to watch the scholars grow in their leadership capabilities over the course of the year, but even more heart-warming to see them emerge from the HLA programme as a network of not just colleagues, but friends too.

This year's Amsterdam Cohort was led by Jacob Bloor and Anne Meierkord with support from Amsterdam cohort co-founders Ilse, Jim and Emma. We look forward to the HLA's continued growth in the coming years and its presence in the space of International Expansion. We are excited for what lies ahead and can't wait to continue our work with the Healthcare Leadership Academy.

Virtual cohort

Ilaf Moslawy - Amsterdam Virtual Cohort Director 2021-22

Ilse Blomberg - Amsterdam Virtual Cohort Director 2021-22

Jim Determeijer - Amsterdam Virtual Cohort Director 2021-22

An international cohort with scholars from the U.K., Portugal, Iraq, Lebanon, Singapore, and Australia and multidisciplinary with medical students, doctors, a nurse, a dentist, and a speech and language therapist.

With integrated peer support groups in most of the cohort days consisting of three scholars per group with allocated time in break out rooms, scholars have been able to support each other throughout the year with troubleshooting and motivation on project issues, whilst also doubling as a space for personal and professional growth.

The cohort days consisted of a combination of full days from 9am-3pm and half days from 9am-1pm on Zoom that were adapted to 9am-2pm days in response to feedback on 'Zoom fatigue' and time zone differences allowing for more regular short breaks rather than one short break and a long lunch break to accommodate for everyone.

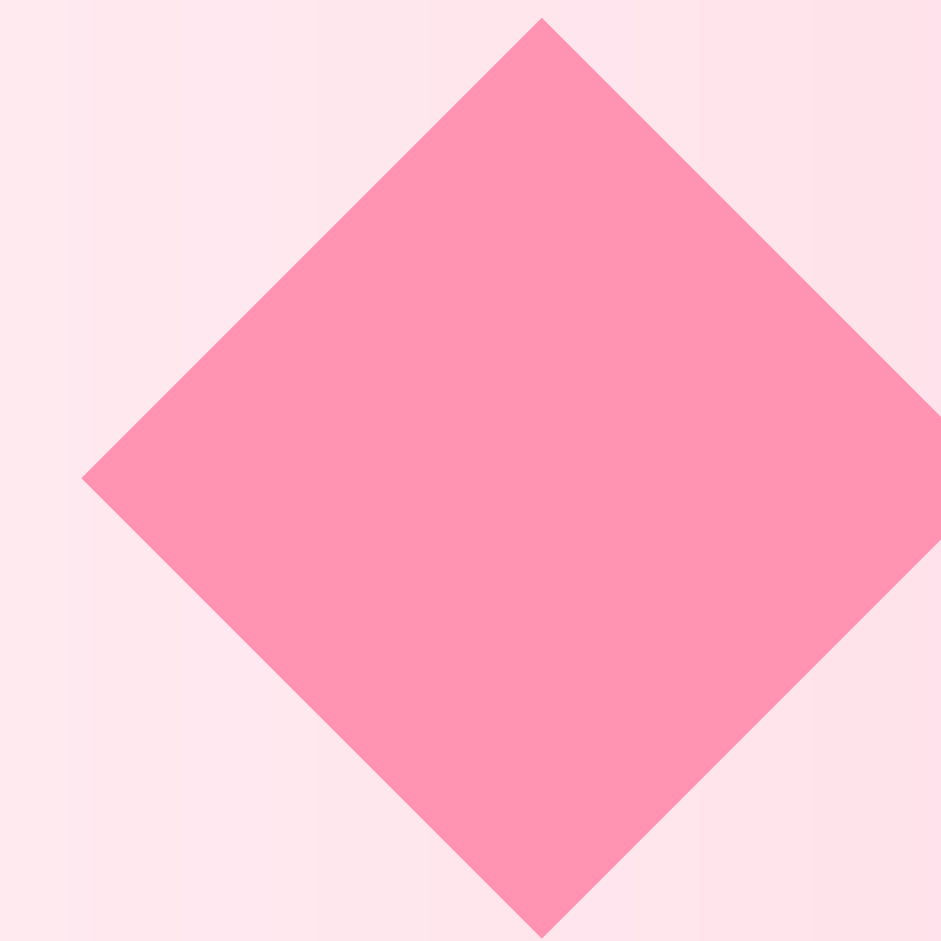
We utilised core HLA workshops on negotiation, networking, consultancy, power, influence and stakeholder analysis, mentoring, and campaigning and social media to equip our scholars with the knowledge and toolkit required for their professional journey, including to progress in their chosen projects and with their career goals.

Throughout the year these workshops have encouraged our scholars to share best practice and motivate each other to create innovative solutions for common issues encountered during their project development. Mindful of scholars' predominant role as practitioners, or soon-to-be practitioners, we tailored talks and workshops to support their practice within healthcare, these include 'Tackling bullying and harassment in healthcare' by Dr Simon Fleming, Trauma & Orthopaedic Registrar and founder of the #HammerItOut campaign, 'Healthy Conversation Skills' training based on social cognitive theory and behaviour change techniques to promote empowerment and patient-centred care by Dr Wendy Lawrence, Associate Professor in Health Psychology, and Reflections on a career in medicine and education by Dr Sanjay Ramamoorthy, Emergency Medicine Consultant and Director of Medical Education at University Hospital Southampton.

Our scholars have grown immensely throughout the year and have created meaningful connections for career and social circles. Through integrated reflection time at the end of each cohort day, we encouraged a reflective mindset which has had a positive impact on our scholars' perception of their progress and the benefit of the cohort day activities whilst simultaneously inspiring more constructive feedback which we have acted on throughout the year.

It has been a privilege to facilitate our scholars' journey into the HLA and support them in their projects. We look forward to seeing their continued growth as they continue on in their chosen fields.

This year's Amsterdam Virtual Cohort was led by Ilaf Moslawy with support from Amsterdam Cohort co-founders Ilse, Jim, and Emma.



The HLA: International Expansion

Team: Anne Meierkord, Bothwell Kabayira, Chevonne Risbrooke, Fernanda Conceição, Georgio Tournieh, Helena Fawdry, Jim Determeijer, Onik Chowdhury, and Taiwo Oki

Ambition

The HLA aspires to be a growing international community and expand its opportunities to more healthcare students and professionals around the world. The HLA will expand physically, establishing new pilots programmes and cohorts abroad, and virtually, by organizing virtual events and virtual cohorts.

Origin of The HLA: International Expansion

At the start of this year, with the increased interest and influx of international scholars and the success of the HLA Amsterdam cohort, The HLA decided to draft a strategy for the international expansion of the HLA. The strategy, written by Onik and Jim, set the basis for the physical and virtual expansion of The HLA. In order to execute this strategy, The HLA: International Expansion team was formed with current HLA scholars as well as alumni.



Structure and Aims

The team desires to diffuse HLA's message worldwide, targeting healthcare professionals and students from across the globe, from the most diverse healthcare roles and at any level of professional development.

Our success will be achieved through nurturing the HLA community by:

- Establishing new cohorts (virtual or physical).
- Promoting scholars' accessibility.
- Increasing awareness and empowerment in international healthcare professionals, students and organizations.
- Reinforcing global community understanding and awareness about global and local healthcare leadership.

The HLA: International Expansion team is structured in two main work streams:

- Physical Expansion - allows students or healthcare professionals to experience a taster of The HLA programme in different locations, through "contact days", as well as piloting cohorts that run for a short period and allow assessment of engagement and resources present at the chosen location.
- Virtual Expansion - provides the opportunity to connect healthcare professionals and organizations beyond Europe, and allows The HLA to explore potential programmes in distant regions where establishing physical cohorts would be more resource- consuming.

Achievements

The HLA: International Expansion team decided to expand in the past year, bringing new scholars together to provide ever-greater energy to reach our team's goals. Overall, the team worked with several HLA structures to improve visibility on social media, website and public relations visibility.

The recent pandemic impacted the team's Physical Expansion goals. We therefore focussed on building a potential framework for contact days that could be applied to any specific location, overseeing planning and creating budgeting structures. As the pandemic progressed, the team had the opportunity to establish a physical cohort in a new location - Berlin.

HLA@Berlin commenced on May 7th, allowing healthcare students and professionals to gather and be introduced to The HLA, to leadership concepts and to discuss current healthcare challenges. This first pilot event allowed the team to budget, plan and develop our understanding of the underlying forces governing a new cohorts success.

Virtual expansion - The International Expansion team is excited to have launched its first HLA Global Exchange: Africa event, inviting 14 attendees from eight different countries. Attendees worked within teams to develop project proposals tackling healthcare issues within their healthcare structures.

Mentoring

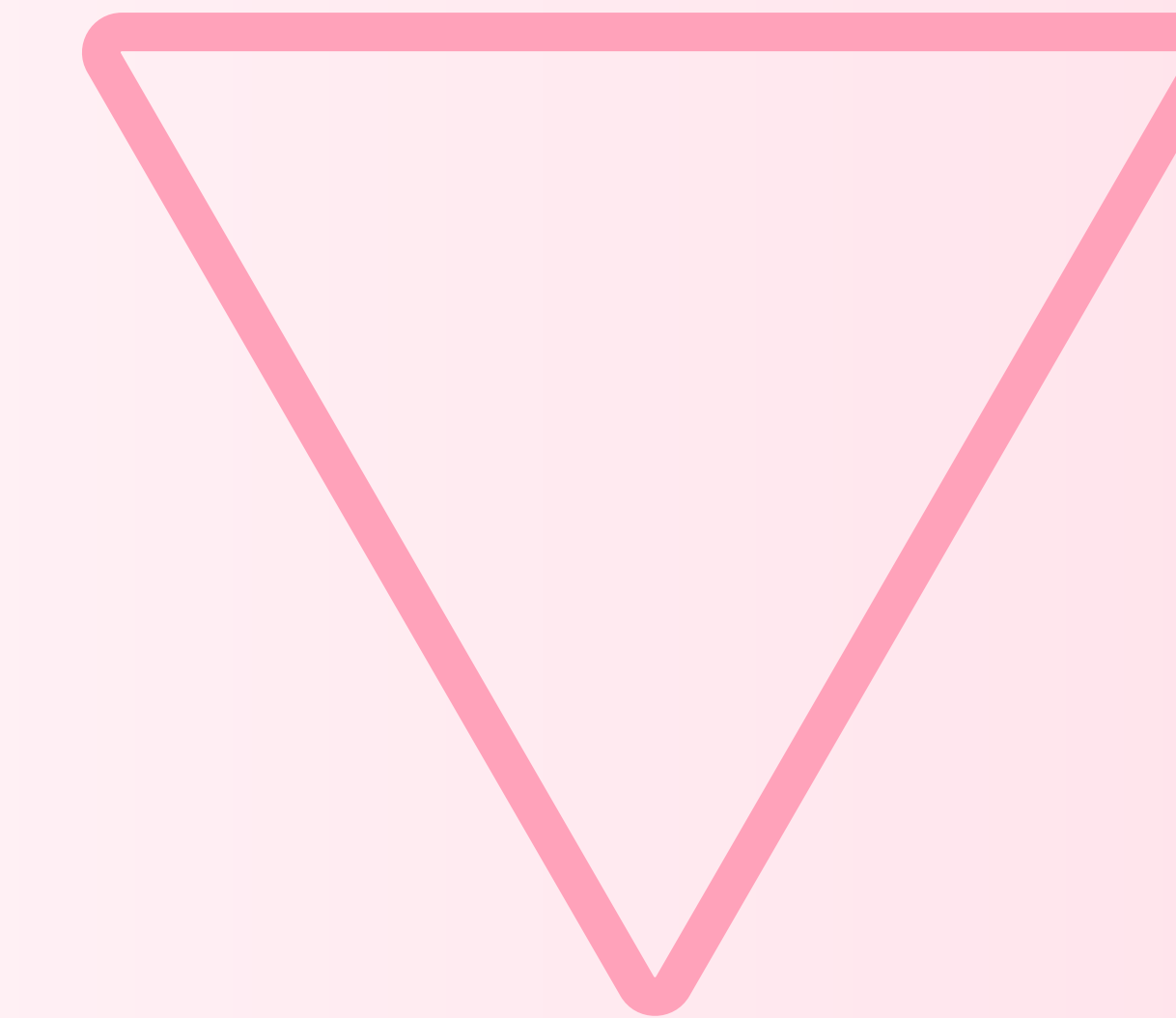
While leadership roles can often feel isolating, through HLA mentorship we hope to foster long term connections and relationships between scholars and mentors that provide avenues for support in later life. To this end, this year we have enjoyed an exciting mentorship programme helping scholars address a full range of practical and theoretical challenges. We have been fortunate to have a mentorship team consisting of past scholars and current faculty from every stage of training.

The purpose of the HLA mentoring scheme is to provide additional support and guidance in the HLA through a semi-formalised structure. Scholars frequently comment that one of the main benefits and appealing factors of the HLA programme is the opportunity to develop relationships with fellow healthcare professionals at an early stage in a scholar's career. For most healthcare students and professionals, this is relatively rare. The mentoring scheme connects scholars with faculty members with a vast array of leadership experiences and skills, and with other scholars across cohorts with peer mentoring encouraged.



The mentoring schedule has always allowed faculty members and scholars to undertake the sessions remotely, even prior to Covid-19. Mentoring involves a mixture of a small group, ranging from two to five scholars, and individual meetings between the faculty tutors and scholars. We encourage all HLA scholars to have a mentor, either through our formal mentorship programme or by approaching anyone within the HLA community and asking if they would be able to be their mentor.

We hope that the network of connections fostered by mentees during their time in the HLA will enrich and inspire their future work. In this way the continued growth of our mentorship scheme creates a community that celebrates the many successes and talents of our members. We look forward to helping our next cohorts grow and develop, whilst we also watch our alumni continue to flourish.



Research

George Miller

All healthcare professionals in all stages of their careers stand to benefit from access to leadership education. Yet there is a lack of robust evidence for the most effective and novel educational techniques. We hope to address this evidence gap. The HLA will continue to grow in both its reach and its membership. We will work to foster the development of scholar-led research projects, encouraging engagement in innovative research techniques and independent development of research areas of interest. We will provide mentoring and support for every stage of research from idea inception, research design, statistical analysis and manuscript preparation to the dissemination of findings.

In particular, this year we have significantly expanded our joint research unit, built alongside our partners at Medics.Academy and The University of Central Lancashire:



Our most recent publications have included:

Chou WK, Ullah N, Arjomandi Rad A, Vardanyan R, Shah V, Zubarevich A, Weymann A, Shah N, Miller G, Malawana J. *Simulation training for obstetric emergencies in low-and lower-middle income countries: A systematic review.* European Journal of Obstetrics & Gynecology and Reproductive Biology. 2022 Jul 8.

Soh CL, Shah V, Arjomandi Rad A, Vardanyan R, Zubarevich A, Torabi S, Weymann A, Miller G, Malawana J. *Present and future of machine learning in breast surgery: systematic review.* British Journal of Surgery. 2022 Aug 10.

Nanchahal S, Arjomandi Rad A, Naruka V, Jacob Chacko, Guiqing Liu, Jonathan Afoke, George Miller, Johann Malawana, and Prakash Punjabi. *Mitral valve surgery assisted by virtual and augmented reality: Cardiac surgery at the front of innovation.* Perfusion. 2022;0(0). doi:10.1177/02676591221137480

Book Chapter: *Leading transformation in medical education through Extended Reality.* Authors: **Arian ARJOMANDI RAD, Hariharan SUBBIAH PONNIAH, Viraj SHAH, Anya NANCHAHAL, Robert VARDANYAN, George MILLER; Johann MALAWANA.**

The current status and challenges of pre-hospital trauma care in low and middle-income countries: A systematic review AUTHORS: **Sharmaine Yen Ling Quake*, Fatimah Khoda*, Arian Arjomandi Rad, Hariharan Subbiah Ponniah, Robert Vardanyan, Paolo Frisoni, Hoshang Arjomandi Rad, Martina Brasesco, Sophie Mustoe, Jenna Godfrey, George Miller, Johann Malawana.**

Challenges facing Autologous Breast Reconstruction in Low- and Middle-Income Countries (LMICs): a systematic review. **Viraj Shah; Chien Lin Soh, Karanjot Chhatwal; Joanna Kucharczak, Arian Arjomandi Rad; Robert Vardanyan; George Miller; Johann Malawana.**

Subbiah Ponniah H, Shah V, Arjomandi Rad A, Vardanyan R, Miller G, Malawana J. *Theatres without borders: a systematic review of the use of intraoperative telemedicine in low-and middle-income countries (LMICs).* BMJ Innovations. 2021 Oct 1;7(4).

BOOK CHAPTER - **Dawidziuk A, Miller G, Malawana J.** *Visualisation Approaches in Technology-Enhanced Medical Simulation Learning: Current Evidence and Future Directions.* 2022

Conferences

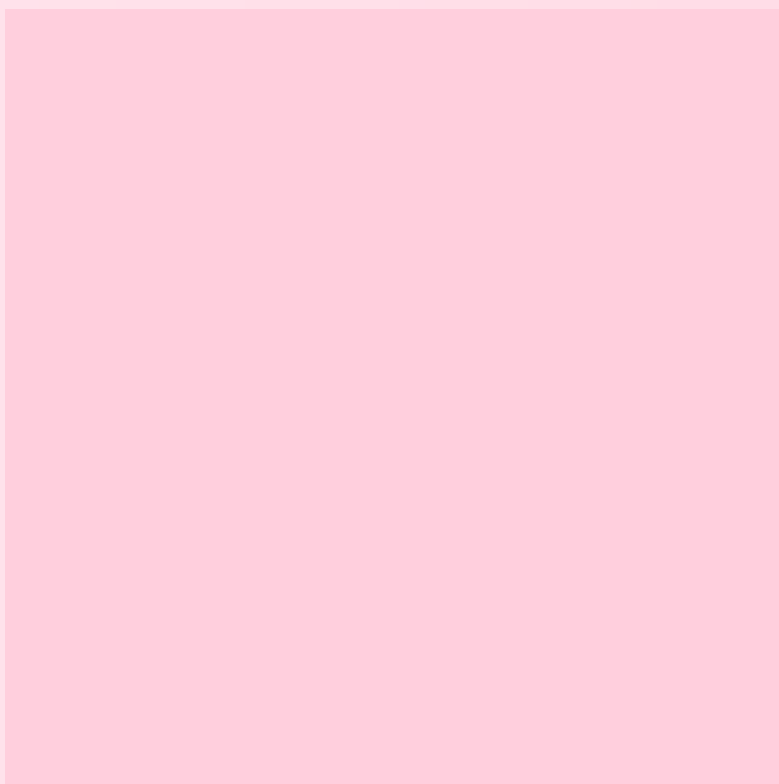
Dawidziuk A, Cham SCC, Ali F, Abdi Z, Miller G, Malawana J, *Evolution of an Innovative Healthcare Leadership Course: A Comparative Study,* Oral Presentation at Association for Medical Education in Europe AMEE Conference, Virtual Conference, 27-30 August 2021.

Chan SCC, Dawidziuk A, Miller G, Malawana J,
*Learning to Lead: A Systematic Review of
Leadership Training in Undergraduate Medical
Education*, Poster Presentation at Association for
Medical Education in Europe AMEE Conference,
Virtual Conference, 27-30 August 2021.

**Dawidziuk A, Chan SCC, Ali F, Abdi Z, Miller G,
Malawana J,** *Development of a Novel Healthcare
Leadership Curriculum: A Comparative Study*,
Poster Presentation at Association for the Study
of Medical Education (ASME) Annual Scholarship
Meeting 2021, Virtual Conference, 8-9 July 2021.

Chan SCC, Dawidziuk A, Miller G, Malawana J,
*Leadership Education in Undergraduate Medical
Curriculum: A Systematic Review*, Poster
Presentation at Association for the Study of
Medical Education (ASME) Annual Scholarship
Meeting 2021, Virtual Conference, 8-9 July 2021.

**Dawidziuk A, Chan SCC, Miller G, Abbas N, Lissman
R Malawana J,** *Key Objectives of a Novel Leadership
Programme for Healthcare Students and Young
Professionals*, Poster Presentation at Faculty of
Medical Leadership and Management (FMLM)
Leaders in Healthcare 2020, Virtual Conference,
17-20 November 2020.



HLA Communications & Networks



Pedra Rabiee

Director of Communications

The world's problems are enough to make anyone feel cynical. Health services have never needed leadership within all levels of society more urgently, and thus, more effective leaders are in high demand. However, the journey to success is not a solitary path: it must be undertaken together. No one can change the world alone. This sentiment has guided The HLA to what it is today.

When I first joined The HLA years ago, like many, I had a vision on how to change the healthcare system for the better. As months went by, each of us worked on our scholar projects alone. A realisation came to us that to be successful leaders, it was crucial to get others involved, get engaged and ultimately come together to demand change.

After working in various organisations, I am now more convinced than ever that lasting change doesn't come from one person. It comes only when everyone works and supports each other to achieve progress that benefits everyone.

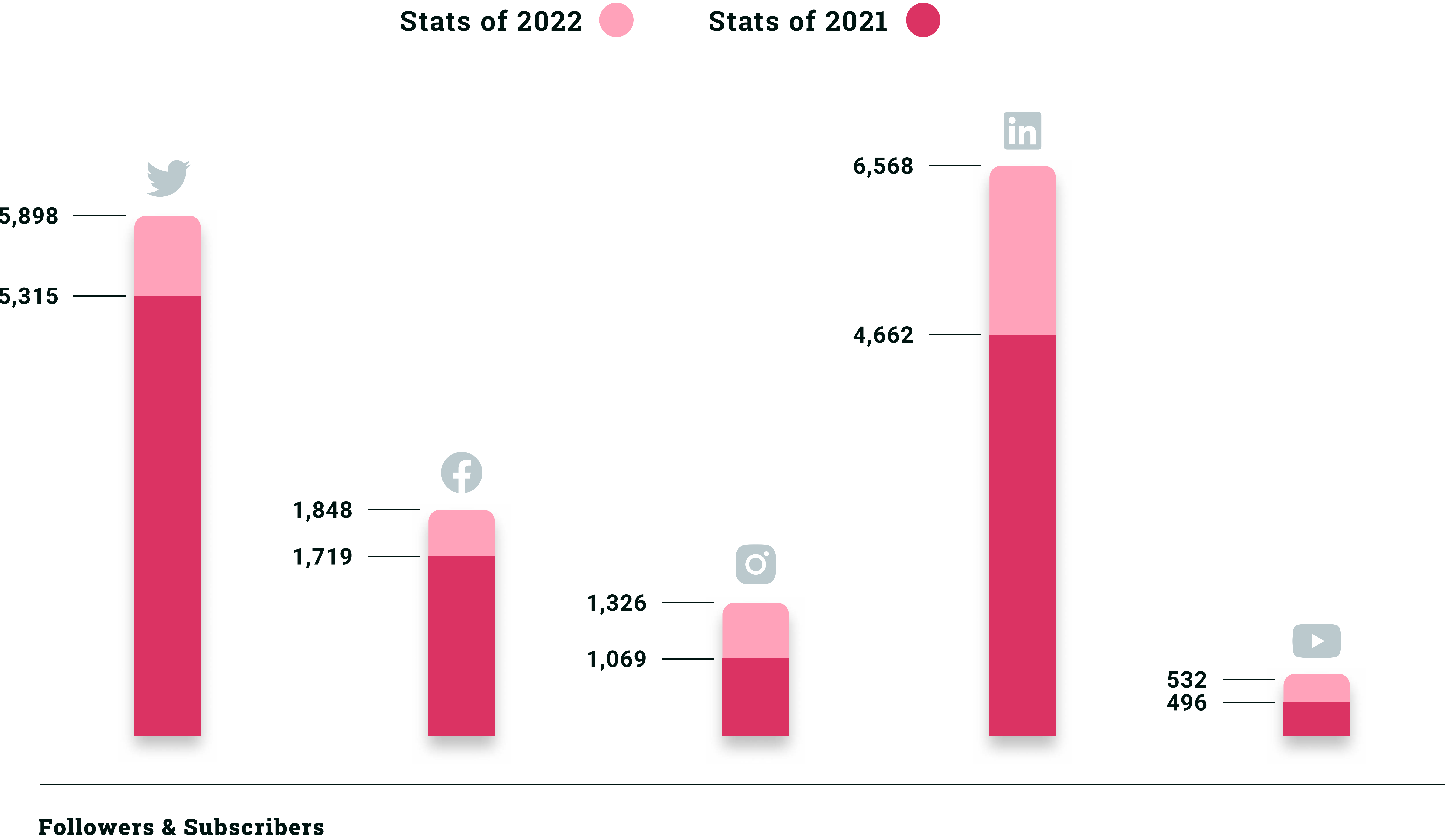
The HLA is committed to inspiring, empowering and connecting people with a voice and vision for a better tomorrow. This past year, we have watched our scholars advocate for causes ranging from climate change mitigation to the promotion of gender equality in the workplace. We saw real progress in communities across the world, and praised our alumni as they stepped into ever higher leadership roles. We also saw the impact of the beginning of an exciting new HLA chapter, HLA IDEAS.

While the post-lockdown era has been difficult for many, it has also been a hopeful one for The HLA.

As we enter our seventh year as an organisation, we will continue to see many scholars hungry to make a difference, but unsure of how to do it. With the support of faculty, mentors and our community, The HLA will continue to inspire, empower and connect healthcare professionals to make long-lasting change.



Stats





HLA Live

Pedra Rabiee - Director of HLA Live
(hlalive@thehealthcareleadership.academy)

Eamon Rawlins, Eleanor Morris, Lara Akinnawonu -
HLA Live Team 21-22

During the pandemic, we introduced a weekly YouTube webinar series that hosts conversations with interesting people across healthcare and the wider society. Each episode was organised by a team of scholars and alumni. From digital health to interdisciplinary education, the team ensured each episode features a wide variety of speakers on a vast array of topics. The impact of each episode was evaluated on the established metrics. In the future, we are planning to host further episodes on unexplored topics within the healthcare field, such as transexual healthcare and fertility as a healthcare professional

[Check out the videos here](#) 

HLA Think

Arrash Yassaee - Programme Director (HLA:Think)

Jamie Carruthers - UK policy lead;

Sharmi Haque - Global policy lead;

Soham Bandyopadhyay and Rok Hrzic - Determinants of Health co-leads;

Heather McAdam - Workforce policy lead

Indigo Charles - Governance policy lead

Who are we?

HLA:Think is the Healthcare Leadership Academy's policy offering. The programme is designed to provide early career professionals with the resources to begin navigating the healthcare policy landscape as well as a platform to engage with, and shape, emerging health policy discussions.

HLA:Think brings together a team with extensive policy experience at national level, across a range of academic and professional backgrounds.

Work to date

The team have been busy curating hundreds of policy resources across a range of topics which can be found on the HLA website. These resources have been packaged into easily digestible bulletins, focusing on discrete topics including global health, UK policy, and determinants of health, whilst also providing a summary of some of the key developments in the preceding month.



Upcoming outputs

HLA:Think has an exciting pipeline lined up for the rest of 2022 and beyond, including work being led by our incoming scholars, as well as existing collaborations with other programmes within HLA.

Our programme is expanding into new topics, including digital health and organisational governance. We’re also looking forward to producing commentary and opinion pieces which will explore some of these issues in greater depth.

Get involved

Like any HLA programme, HLA:Think's success is contingent on the team involved. We are always on the look out for enthusiastic, talented individuals to join us on our journey. Please get in touch if you're interested!



HLA:IDEAS

Dr Natalia Skorupska - Programme Manager

Dr Ali Jawad - Director

Dr Johann Malawana - Managing Director

HLA:IDEAS is an innovative incubator programme for social enterprises and not-for-profit organisations in healthcare. It was launched in September 2020 by Dr Ali Jawad and Dr Johann Malawana, after seeing the lack of support in the not-for-profit compared to the for-profit sector. We focus specifically on organisations working within healthcare as we recognise the specific needs and challenges that healthcare professionals face.

Furthermore, we aim to promote leadership and entrepreneurship amongst them. Our aim is to foster leadership in healthcare through entrepreneurship, by empowering healthcare professionals to take their ideas further, to achieve the most significant impact.



HLA:IDEAS is designed to provide support through challenges associated with starting and growing an organisation in the not-for-profit sector. From setting up solid foundations by outlining the vision and values of the organisation and writing a founders agreement, through working on branding and developing partnerships, to scaling up one’s impact - we guide them through each stage, with focus on being sustainable.

Achievements

Since launching in September 2020, we have enrolled 19 organisations onto the programme. They work to tackle various societal issues, such as:

- widening access to Medicine, e.g. [TAMS](#), [We Are Medics](#), [In2MedSchool](#)
- promoting diversity in Medicine, e.g. [Melanin Medics](#), [Widening Participation Medics Network](#)
- supporting displaced doctors to practice in UK, e.g. [The Phoenix Project](#)
- mental health, e.g. [Project Talk](#)

HLA:IDEAS created a network of like-minded individuals, motivated to bring about a positive change and help solve societal issues that they have witnessed, or experienced themselves. Individuals enrolled on the programme value being part of this community, learning from others and creating partnerships to support each other.

Since joining the programme, our initiatives have focussed on setting up solid foundations, expanded their teams, and continued to deliver their work, with focus on creating sustainable solutions to ensure longevity of their organisations. They have flourished and their success speaks for the hard work that they have put in.

Two of our HLA:IDEAS scholars, Kirsty Morrison and Khadija Owusu, were awarded the prestigious Diana award for the achievements of We Are Medics and Melanin Medics, respectively. Founders of the Portfolio Clinic, Dr Saajan Basi and Dr Shiv Sharma, have both been accepted onto the NHS Clinical Entrepreneur programme.

We have set up a **mentorship programme** by recruiting external mentors with a wide range of expertise, enabling us to provide the initiatives with guidance tailored specifically to their needs.

We have created the **Board Observer programme** which is a unique opportunity for healthcare professionals to gain board level experience, while providing organisations with independent support, helping them focus on their long-term strategy.

The Board Observer training has been designed by Dr Johann Malawana and involves a faculty of NHS Chief Executives, NHS Clinical Leaders, NGO Chairs and CEOs of successful businesses in the healthcare space. For the Board Observers, the experience at strategic leadership level will enable them to gain transferable skills and empower them to take on further leadership roles, at ever higher levels of responsibility. They will also have the requisite experience to be successful in future Board applications. One of the Board Observers has already been successfully appointed to a Board committee of a UK University.

In addition to the above support, The Healthcare Leadership Academy also awarded financial awards to Melanin Medics and The Aspiring Medic’s Support (TAMS) organisations, and we are currently developing more financial grants in order to support the work of HLA:IDEAS initiatives.

Feedback from our initiatives

“HLA IDEAS has been an incredible platform to engage with like-minded individuals who want to affect sustainable change, {it} has been eye-opening to further understand the unique complexities of navigating the voluntary sector.”

Jacob, Founder of The Aspiring Medic’s Support

“The HLA IDEAS programme was exactly what I needed. HLA IDEAS has continued to provide the perfect opportunity to develop individual leadership capacity, strengthen peer support and promote organisation development”

Olamide Dada, Founder of Melanin Medics

“One of the most useful elements of HLA IDEAS for us has been the mentorship. It’s provided significant support during some teething issues we have experienced over the last few months.”

Kirsty Morrison, Founder of We Are Medics

“What we have loved about HLA:IDEAS is the facilitation to grow but also the guidance to do it in a sustainable way. This enables us to have a larger impact whilst still making sure we maintain our original vision and purpose. We have also met some inspiring individuals both on and through the programme who have been brilliant to work and collaborate with.”

Megan Pode, Founder of Medics&Me

“HLA:IDEAS has helped In2MedSchool grow from a small organisation into a national initiative through its support in delivering workshops and exercises that are aimed at improving its sustainability and overall reach.”

Brian Wang, Founder of In2MedSchool

"Working within HLA:IDEAS has provided a great platform to reflect on the structure and objectives of our organisation, as well as to meet people with similar interests. It has also been clear how hard the HLA:IDEAS team works to promote opportunities for collaboration and growth."

Jonathan Bowley, CEO of The Phoenix Project

Press Releases

Over the last year we have worked hard to promote The HLA in the media and raise awareness of the HLA scholars that are enrolled on the programme. A press pack was created for all new scholars, and the PR team worked with scholars individually to promote their participation on the programme across their own platforms, as well supporting them in being featured on the hospitals and universities they are affiliated with.

In total there was 40 external mentions about new HLA scholars within articles published by the following organisations:

- Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust
- University of Leeds
- Warwick Medical School
- Glasgow Caledonian University (GCU)
- The University of Central Lancashire
- Sunderland Royal Hospital
- University Hospitals Bristol and Weston NHS Foundation Trust
- University of Bristol
- Oxford Hospital Trust
- Birmingham University
- Oxford Hospital Trust
- Brighton and Sussex Medical School
- University of Cambridge
- South Tees Hospital NHS Trust
- The Royal Brisbane and Women's Hospital, Australia



Press articles were also generated in the Dental Review, Ghana Summary, IPRS Health Indian Education Diary, The Doncaster Free Press, Leicester Mercury, Burney Express, Lancashire Telegraph and Metro North East. Going forward there will be a dedicated press release schedule focusing on the valuable work of participating scholars throughout the 2022/ 2023 cohort such as winning awards, innovative projects and any success and milestones that are achieved.

These stories will be promoted across the HLA’s own channels and also sent to the Trust where the scholar works and the medical school where they studied to raise awareness of their HLA achievements. As well as this, an enrolment campaign will be carried out in August and September 2022 to generate news stories about this year’s new cohorts.





WIHL Network

Carina Dowson - WIHL network lead

Kathryn French, Elle Morris, Rebecca Murphy Lonergan - WIHL mentors

The Women in Healthcare Leadership Project was set up in 2018 by a group of HLA scholars, with the aim to address the issue that women remain significantly underrepresented in leadership roles across healthcare.

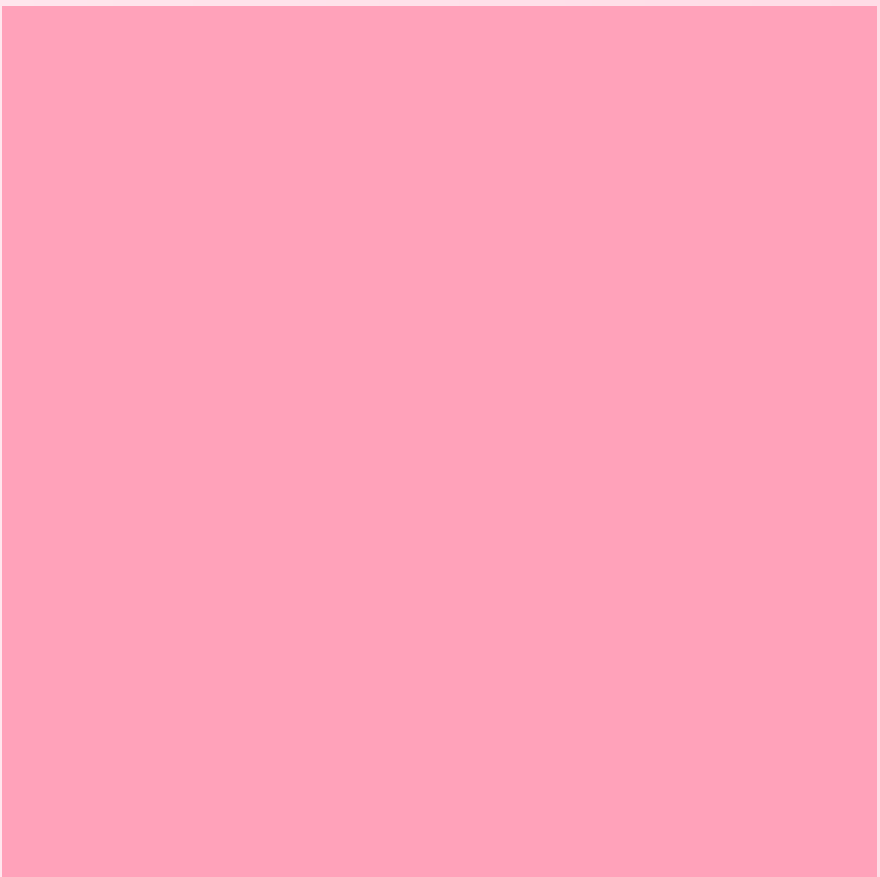
Following the success of our projects in 2020/21, the WIHL project has continued this year. Several WIHL-based projects have been undertaken this year.

We also held our first WIHL conference, hosting the HLA Summit 9-10th April. Its focus was to showcase some of healthcare's most outstanding and inspiring females and their male advocates. It enabled our delegates to hear about their journeys, their views and the advice they would give to any of our aspiring female leaders.

This conference was also an excellent opportunity for our scholars to get involved in running a conference and to develop skills that can be utilised in so many different ways throughout their career and leadership journey. To read more on this fabulous event please take a look at conferences and events section of the community report.

Future

Both the widening access project and WIHL webinars are planned to continue into 2021. We aim to offer further WIHL HLA scholar projects for 2021/22 and hope to inspire more individuals to join the WIHL network.



Dental Network

Report by Kathryn French - Dental Lead on behalf of the network

We have had another year of growth within the Dental Network. We have recruited dental students, trainees, portfolio dentists, a dental technician and specialists. There has been excellent attendance at our network meetings, resulting in support and collaboration across the team. Existing members have stayed on to lead cohorts and help mentor new HLA scholars.

We now have a Development Officer who has worked hard to improve the visibility of the network and encourage increased application and participation. This has been supported by our inaugural Dental Network Open Evening. This was a wonderful event devised and developed by one of our scholars as their project. Below are a few of the other projects undertaken this year:

Andrea Johnson, Newcastle Cohort 21

Women in Healthcare Leadership Conference Chair- full organizational control of this large international event and HLA Charities Project- reviewing and improving how the HLA works with our partner charities. Andrea has been an active and inspirational member of the Dental Network this year.



Anna Bevan, Newcastle Cohort 22

Trainee Perspectives on Relocation- a pilot questionnaire on this difficult time in training was trialed in the North East and a national survey will go out in due course. Anna has worked very hard on this topic that she feels passionately about.

Jinan, London Cohort 1

Linking Dental Professionals to Global Health Opportunities- creating a website to act as a directory for dentists to connect with organizations that carry out global health/charity projects. This exciting and innovative project will create great opportunities and collaborations across the dental sphere.

Emma Brown, Bristol Cohort

Dental Network Development Officer- promoting the HLA to a wider audience including dental schools, deaneries and dental societies. Emma has been working tirelessly to organise dental content for the main HLA open day and helped to host the HLA Dental Open Evening. She is also writing a dental section for the new HLA website.

Christina Wainer, London Virtual Cohort

Christina’s project focussed on environmental sustainability within dentistry. This is a highly pertinent topic that I expect to spawn many future projects and inspire units across the UK.

Roshni Karia

Roshni started her project before joining the HLA, working to develop career pathways for the whole dental team with special reference to general practice. Currently she is working on a supported, structured and flexible career pathway designed to help members realise their ambitions and gain recognition for the milestones they achieve and commitment they have made to general practice. This is something that could have real impact for our entire profession, helping to drive up morale and standards.

The Dental Network looks forward to another year of growth and collaboration. Next year we predict an even larger number of applicants and scholars from a range of dental backgrounds and the continuation of many of the inspirational and innovative projects started over the past 3 years.

The 100 Word Project

Team: **Molly Dineen and Emily Heppenstall**

The 100 Word Project is a campaign that has been part of the HLA for the past few years. The idea is to share daily posts of 100 words, every day, for one hundred days. Previous teams have used this platform to highlight global health issues and women in healthcare leadership. This year's 100 Word Project is entitled 'Healthcare in Your Hands'. At a time of rapid change in the NHS throughout the Covid-19 pandemic, the project aims to encourage everyone, in all corners of our healthcare system to consider the changes that they would like to make.

We asked patients and healthcare professionals in all roles and regions across the NHS, to answer the question: 'If the future of healthcare was in your hands, what would you change?'. We then asked them to share a photo of their hands, which they felt represented their answer or role.



Every day, we are sharing one person’s view for change along with their image, on social media. We are sharing posts on Instagram, Facebook, LinkedIn and Twitter.

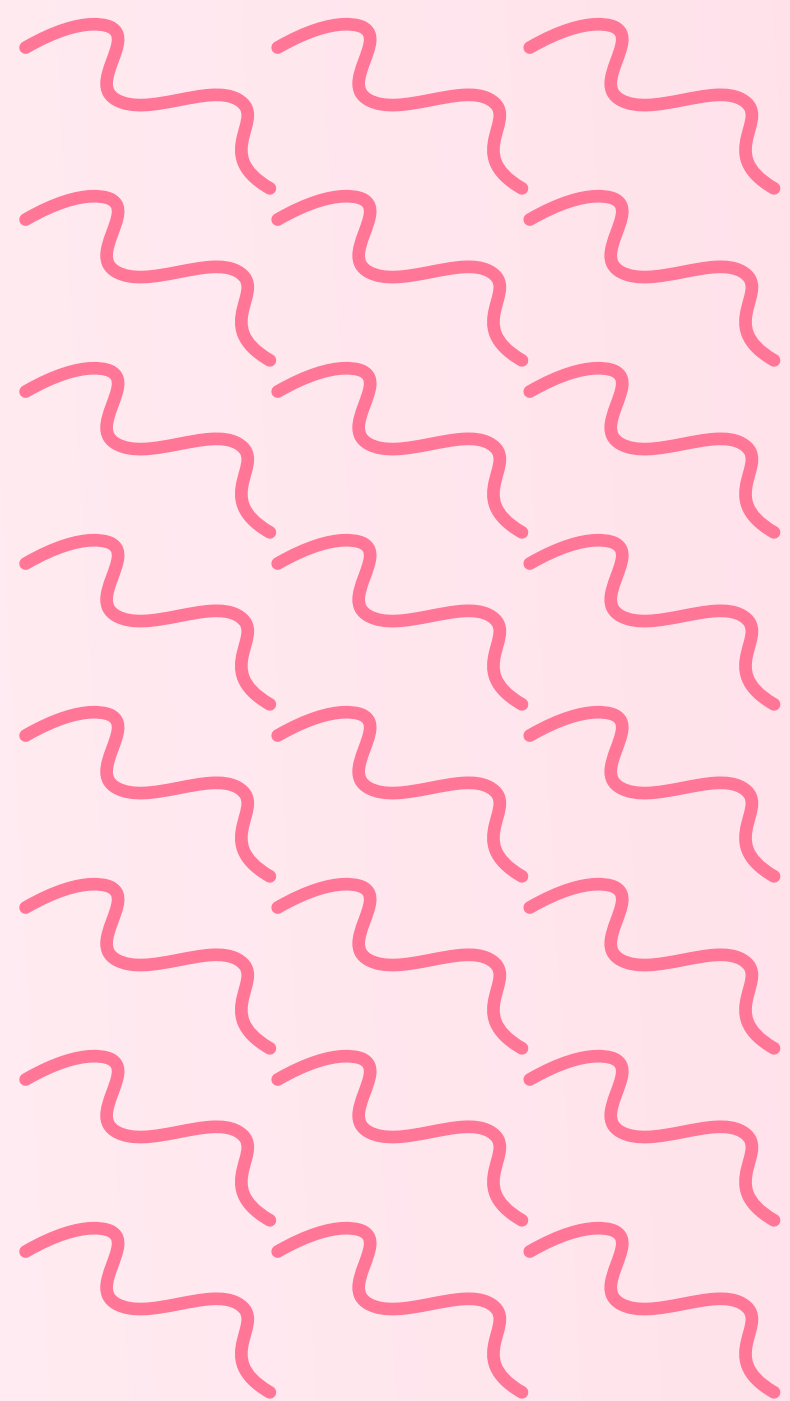
We can’t wait to share all of the inspiring visions we have recieved. If you haven’t already, check it out now:

 @100wordproject

 the100wordproject

 100 Word Project

 @100wordproject



Events and Conference



HLA-Medics.Academy Winter Conference 2021

The HLA x MA Winter Conference 2021 took place on the 13th-14th November 2022 with the theme of “Today’s Health Workforce: Challenges and Solutions”

The conference was organised in collaboration with HLA: IDEAS and specifically The Aspiring Medical Students Support (TAMS) and In2MedSchool. These two organisations support young people from disadvantaged backgrounds into careers in medicine in the UK.

The conference proved to be a huge success seeing hundreds of people engage with a variety of topics related to the global health workforce from a number of future and current healthcare leaders from around the world.

The conference was a two-day focus, largely focusing on the scale and representativeness of today’s workforce.



Day 1- Representativeness of Today's Health Workforce: Challenges and Solutions

A variety of professions that make up our health workforce have been described as socially exclusive. Day 1 of the conference explored the merits, challenges, and solutions to establishing a health workforce that is truly representative of the population it aims to serve.

We were privileged to have several talks from a number of prominent speakers such as Miss Ana Lopez, first female cardiac surgeon appointed at St Bartholomew's Hospital. Dr Chaand Nagpaul, British Medical Association chair of council. And Dame Elizabeth Nneka Anionwu DBE FRCN is a British nurse, health care administrator, lecturer, and Emeritus Professor of Nursing at University of West London.

By the end of the day, conference delegates had the opportunity to network and engage with healthcare and organisation leaders concerning best practice to improve the representativeness of a health workforce effectively and sustainably, both locally and beyond.

Day 2- Scale of Today's Health Workforce: Challenges and Solutions

According to the World Health Organisation, there will be a projected shortfall of 18 million health workers by 2030. Health workforce shortages is a major challenge that faces every health system, regardless of national income. Day 2 of this conference thus focused on unpacking this under-discussed issue.

Notable speakers included Professor Sir Nicholas Andrew Black FRCPE FRCS, a British physician and health services researcher. Dr Jasmine Mah a health service researcher in Canada and Dr Iris Baltazar a physician based in the Philippines.

By the end of the day, conference delegates had the opportunity to engage with an issue that affects each health worker. Through a host of talks and workshops we highlighted the challenges and explored the solutions to enhance the scale of a health workforce effectively and sustainably, both locally and beyond.

WIHL Conference 2022

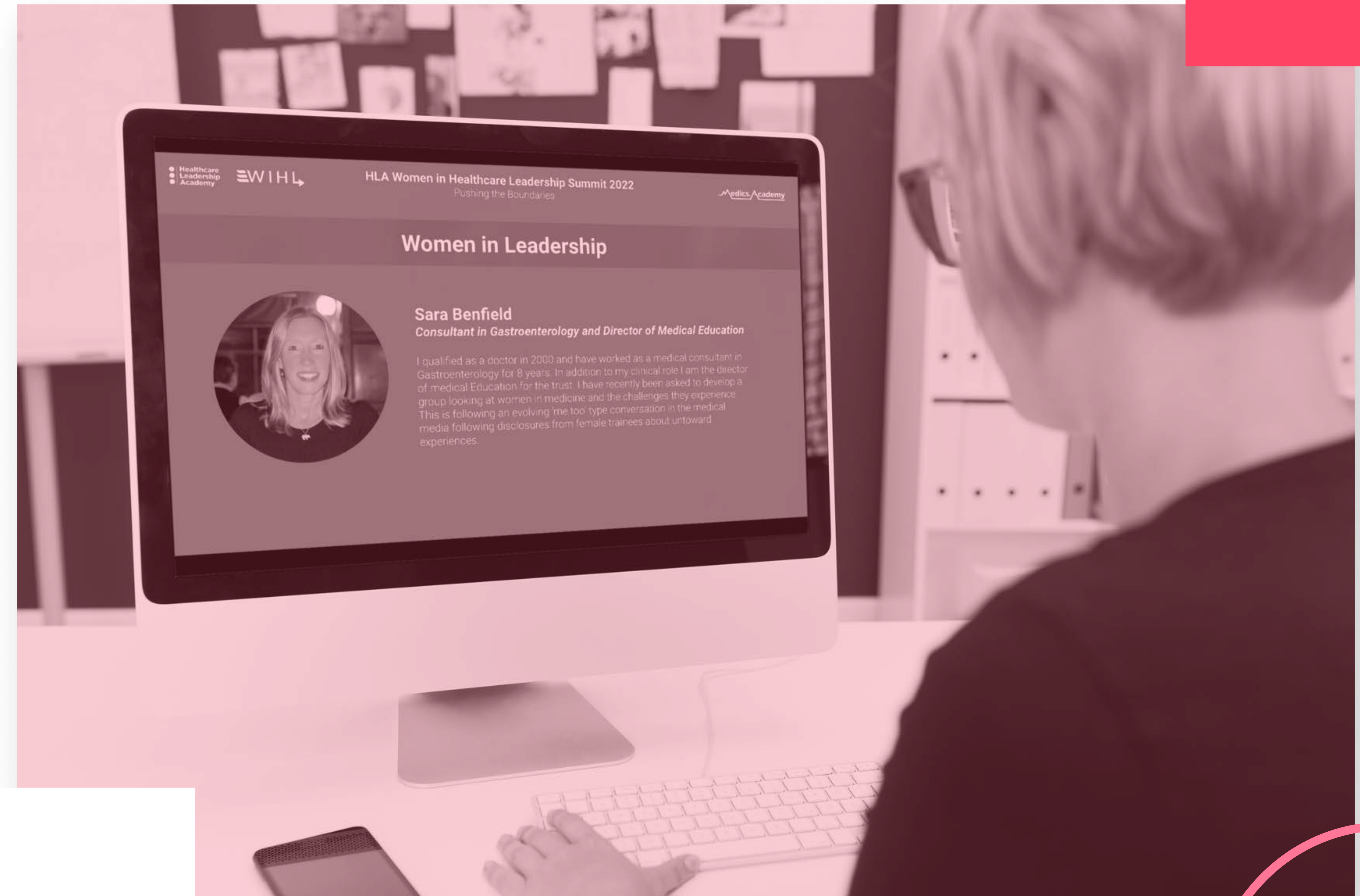
Andrea Johnson - Chair of the WIHL Conference

2022 saw the HLA's first ever Women In Healthcare Leadership (WIHL) conference. It was an incredible opportunity for HLA scholars who have not had any previous experience at running a conference to get involved in a safe and supportive environment.

Under the guidance of the conference chair, vice chair and a back-office support team from Medics Academy, the scholars worked in small committees on different conference tasks such as poster and oral presentations, marketing, admin and communications. Speakers were sourced by all and managed by the chair and vice chair.

There were a total of 24 speakers involved in a mixture of lectures and panel discussions. The panel discussions on each of the days were opened up to allow any of the conference delegates to interact with the speakers, get involved with the discussions and ask questions. The conference also included a virtual challenge room, bake off style competition, posters and oral presentations.

Overall the marketing team managed to reach an amazing 94,300 people with an incredible 1698 interactions with their posts.



The conference itself was held over a 2 day period and the attending delegates gave some wonderful feedback, such as: ***'I really enjoyed the different perspectives given by the speakers related to leadership. Some of these ideas I had never known but I am glad to have attended the conference.'*** ***'Incredibly motivational, definitely leading by example.'*** And ***'A brilliant selection of truly inspiring speakers.'***

The organising committees were given the opportunity to reflect and provide feedback on their experience as a whole, to see what they felt they had learnt from the experience: ***'It was a great experience to be involved with this conference and I really appreciated the opportunity to learn so much.'***

'Considering my own involvement, I know that at times I wasn't particularly confident in my decisions/ideas. I think this is down to the fact that it was my first time working on an organising committee, and I also had quite a lot of freedom within my role description (which came with both advantages and disadvantages). However, I have definitely learned a lot from this experience and would feel much more confident taking on a similar position in future.'

'Was a brilliant team who all worked really well together - honoured to have worked alongside everyone!'

An experience such as this also gives HLA scholars an opportunity to experience working in and on committees and working groups. Finding ways of working with people you do not know well, forming a structure and hierarchy of responsibilities and learning how and when to delegate or take charge of specific tasks.

Thanks go out to the HLA and MA back office support teams, Carina Dowson as the WIHL Network lead for her support and to all the scholars involved in organising this event: Kathryn French (posters), Sundas Butt (Oral presentations), Shivani Rai (marketing team), Melissa Gough (marketing team), Aimee Wilkinson (marketing team), Sharmaine Quake (communications), Alice Barber (communications), Angel Rowlett (entertainment) & Ayla Ahmed (vice chair).

Prizes





HLA-Medics.Academy Impact Awards

Since its inception, members of the HLA community have conceptualised and delivered projects which have had a major impact improving the delivery of healthcare in the UK across a wide spectrum of areas including: medical education and innovation; inclusive leadership and wellbeing; and global and public health. Our healthcare practitioners and students invest a great deal of their free time in pursuit of meaningful improvements to the NHS and our wider healthcare system. The HLA-Medics.Academy Impact Awards were designed to recognise the amazing work of these community members and to support projects with the next stages of their implementation. The awards are available to all members of the HLA and Medics.Academy communities. Award winners represent exceptional projects with a proven track record in driving meaningful improvements in their area of work and have made a clear case for how additional funding and support will help them in achieving their mission. The HLA-Medics.Academy awards offer a total of £5,000 in finance and £5,000 in consultancy support for winners annually. Awards are disbursed in two installments over a period of six months; the release of the second installment is dependent on the achievement of key objectives and results.

The HLA Project Award Winners 2022

We are thrilled to announce the winners of the prestigious annual HLA project award. After a thorough review of over 100 end-of-year submissions, the top honours go to:

1st Place - **Lucy Taylor**

2nd Place - **Anna Iqbal**

3rd Place - **Mohammed Arbaaz Sayed**

Congratulations to the winners and all those who participated in this year's Scholar Projects. The dedication and hard work of our community is truly inspiring. We look forward to seeing the impact of these projects in the coming years.



Post-nominal Announcement

We are delighted to announce that all of our past, present and future scholars are now eligible to subscribe to our post-nominals partnership and be **awarded the letters 'MHLA'** (Membership of the HLA) **after their name.**

You can find out more about the post-nominals, how they work and how you can subscribe for them on our website:

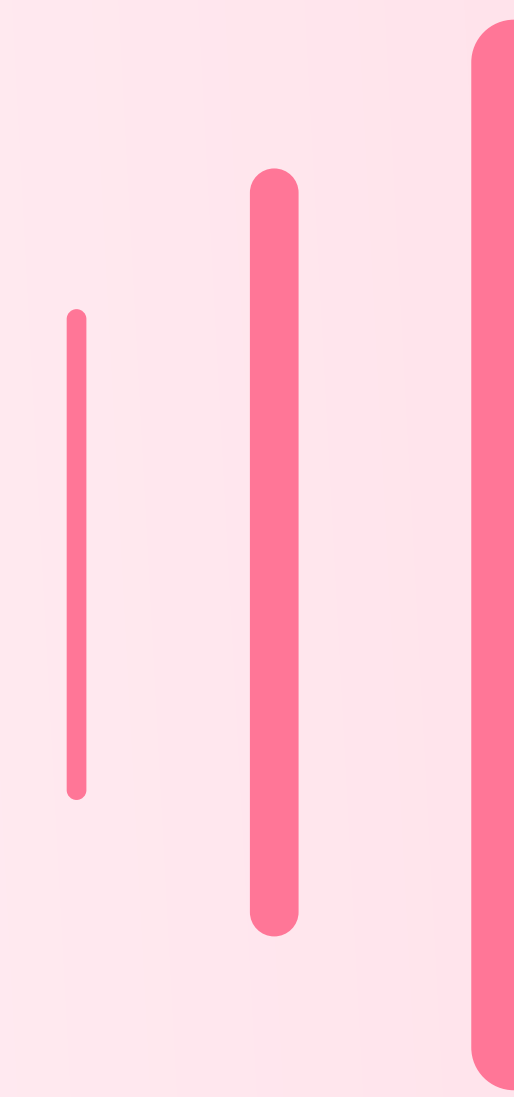
[Website](#)



There are many benefits to being awarded our post-nominals, these include access to a carefully selected bundle of resources to support a scholars future career progression, ongoing access to the latest HLA scholars resources each year bolstered with all the content from a Master's degree-level leadership module, formal certification, the opportunity to gain access to ongoing mentoring by a member of our faculty, discounted tickets to our annual conferences, invitations to our HLA community weekends away in the UK and a £100 annual voucher for any Medics.Academy course.

Where can scholars use the MHLA post-nominals?

MHLA post-nominals can be used after a scholar's name any time their name is in print. This will commonly include occasions when they speak at events, write email signatures, provide an online profile or use a professional online account. Many of our members use their post nominals across their social media profiles, so you'll be able to identify other HLA members with ease. If you have any questions about the post-nominal system, please do reach out to our membership team at **operations@medics.academy**.



Partnerships

The HLA is a certified member of Social Enterprises UK, and is commissioned by Health Education England North East and Health Education England South West. The HLA partners with Medics.Academy and through Medics.Academy its programme is accredited by the Medical School at the University of Central Lancashire. The HLA is also supported by University College London's Academic Careers Office. This year the HLA has partnered with the Ethiopian Medical Women's Association and Indian Confederation for Healthcare Accreditation with the joint aim to improve access to global healthcare leadership training. The HLA continues to support the organisations that have gone through the HLA:Ideas programme through direct partnerships. These organisations include In2medschool and ACMM.

Find out more: <https://thehealthcareleadership.academy/>



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Jim Determeijer - Amsterdam Cohort Director & Executive Committee member leading the HLA Expansion Department

Felix Torrance - Executive Committee member leading the HLA Scholar Experience Department

Matt Prior - Newcastle Cohort Director

Oliver Griffiths - Bristol Cohort Director

Jack Haywood - Belfast Cohort Director

Anne Meierkord - Amsterdam Cohort Director

Ilaf Moslawy - Amsterdam Cohort Director

Andrea Johnson - Amsterdam Cohort Director

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Eamon Rawlins - Bristol Cohort Director

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