

Future Leaders Programme Summary 2024/25



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Forward – Fellows to the FLP

We are delighted to introduce this year's Future Leaders Programme Summary, which celebrates the achievements of the 2024–25 cohort and highlights the wider successes across the programme.

This year has been a time of reconnection and renewed energy. With in-person engagement firmly re-established, the cohort was able to foster deep, meaningful relationships with one another and the broader Future Leaders community. From the very first Welcome Day, a strong sense of camaraderie, shared purpose, and psychological safety was cultivated — providing a solid foundation for collaboration, honest reflection, and personal growth.

The programme continues to offer a rich and varied leadership development experience for healthcare professionals across Yorkshire and the Humber. Fellows from a range of disciplines and professional backgrounds brought their unique perspectives, passions, and ambitions to host organisations and regional initiatives. Through leadership projects, academic study, coaching, and structured reflection, we were supported to grow both personally and professionally.

A particular highlight of the year was our annual conference, organised and delivered by the fellows, around the theme of "Pay It Forward." This event brought together a wide range of voices and perspectives to reflect on how we can invest in others, support the next generation of leaders, and create lasting positive impact across the healthcare system.

Key themes explored across the year included compassionate leadership, equality, diversity and inclusion, supporting colleagues through allyship, the role of stories in healthcare leadership and neurodiversity.

We engaged with these themes through bimonthly meetings, book clubs, workshops, and collaborative events. These sessions allowed for challenge, vulnerability, and shared learning — often the most powerful parts of the experience.

The ongoing pressures on the NHS are deeply felt, and as a cohort we have navigated this reality whilst also embracing our roles as agents of change. The Future Leaders Programme has empowered us to lead with empathy, courage, and clarity. As we prepare to return to our clinical and professional roles, we do so with renewed purpose, deeper insight, and a strong sense of connection — with each other and with the wider system.

We extend our heartfelt thanks to the Programme Team, our host organisations, mentors, coaches, educators, and peers who have invested in our development. We hope this report reflects the breadth and depth of the programme and inspires others to take part in this transformative experience.

With Gratitude,



Uchechika Iroegbu



Samantha Sharkey

Fellows to the Future Leaders Programme

FLP Charter

Our fundamental principles are to listen to understand with curiosity for learning. Fellows are considered to be adult learners and to take responsibility for identifying and meeting their own learning and development needs. We expect the behaviour of all fellows to represent the values of the programme and organisation.

During the year, fellows were encouraged to seek out learning opportunities which allowed them to foster:

- **Respect and compassion for self and others.**
- **Humility, kindness and courage.**
- **Commitment to learning and improvement.**
- **Flexibility in approach and perspective.**
- **Inclusion and collaboration.**

Our commitment to specific behaviours which form our journey towards visible and inclusive leadership:

1. We recognise the diversity of individuals and seek opportunities to learn together from our differences in perspectives and lived experiences.
2. We understand that each of us is on a life-long learning journey which includes making mistakes and getting it wrong.

3. We seek to understand our own biases and work to move beyond them through learning and discovery.
4. We each take responsibility for generating a safe, respectfully curious learning space.
5. We recognise that leadership includes the need to engage with challenging and polarising topics which may sometimes be upsetting.
6. We aspire to leading with compassion, both for ourselves and others.

Fellows are expected to participate in a thinking environment, through appropriate preparation, punctuality, generative attention, non-interruption, listening to understand, generosity with engagement and feedback, delivered with respect and appreciation of perspectives differing from our own.

We invite all fellows to be reminded of this charter and encourage you to continue to live by this and perhaps share it with your wider teams on your return.

Abigail Kiely

Pre FLP Role: Paediatric Advanced Clinical Practitioner

FLP Fellowship: Deteriorating Child and Neonate

PGCert: PGCert Leadership and Management (Healthcare)



Project Summary/what has the FLP helped you deliver?

I have led the development of work to improve the recognition and escalation of deteriorating patients across the Children's Hospital, including the implementation of Martha's Rule. I have also had the opportunity to experience leadership and management across the MDT, including shadowing executives.

Achievements

- Lead for the implementation of Martha's Rule including participation in the NHSE Pilot.
- Lead PI for a research study.
- Lead for the implementation of the national PEWS
- Creation of new governance structure for Deteriorating Child including leading and chairing governance meeting.
- Creation of a trust strategy for deteriorating child.
- Publication of work around Martha's Rule.
- Completion of Leadership and Management PGCert.
- Completed patient safety and investigation training.

Challenges

- Confidence with networking.

- Managing imposter syndrome and developing assertiveness.
- Balancing project demands and self-development.
- Improving work life balance.

Next steps

- Continuing interest within the deteriorating child field.
- Funding for PRINCE2 project management course.
- Continue to ensure work/life balance as return to clinical practice.
- Continue to build on my leadership skills, empowering others to transform care for CYP.

Advice for Future Fellows

- Take every opportunity you can - you never know where they will lead you.
- Be open minded and enjoy the year, it flies by.

Learning Points

- A greater understanding of the NHS structure and roles within the wider organization has helped me to navigate large scale change more easily and effectively.
- Prioritizing wellbeing is crucial for longevity of your career.

Aman Ahmed Syed

Pre FLP Role: ST5 Emergency Medicine Registrar

FLP Fellowship: EMLeaders

PGCert: PGCert in Medical Leadership (Lancaster University)



Project Summary/what has the FLP helped you deliver?

My project as a FLP Fellow focused on enhancing leadership training among EM trainees in the region.

Participating in the FLP has been a truly transformative experience, both professionally and personally. While my project focused on strengthening leadership training within Emergency Medicine, the deeper value of this fellowship came through the journey of self-discovery, growth, and learning to lead with authenticity.

Achievements:

- Designed and conducted a regional survey on current leadership training experiences, among EM trainees and presented project findings as a poster at the 12th Annual FLP NHSE Conference.
- Developed a draft simulation-based leadership curriculum tailored to real-world EM challenges.
- Served on the organising committee for the FLP Conference and led a breakout session on AI in Healthcare and Medical Education

Challenges:

This year challenged me in ways I hadn't anticipated. From navigating organisational structures, managing resource limitations,

and engaging stakeholders to personal challenges like time management and dealing with imposter syndrome.

Next steps:

- Go back to clinical practise and complete my training.
- Use the skills I have learned in my clinical practise
- Continue advocacy through RCEM for structured leadership training in EM

Advice for Future Fellows

- Be open to learning beyond your project. The real growth often comes from unexpected moments.
- Embrace self-reflection. Understanding your leadership identity is equally important.

Learning Points

- Leadership development is a continuous journey, and good leadership starts with leading oneself.
- Observing and working alongside leaders from different organisations has broadened my understanding of effective leadership.
- No one leads in isolation, collaboration and communication are at the heart of leadership.
- Failure is not the opposite of success; it's part of the process.

Be Baxter-Heyes

Pre FLP Role: Adult Nurse – Critical Care

FLP Fellowship: Delirium at LTHT



Project Summary/what has the FLP helped you deliver?

My QI project has been to increase the recognition, assessment and management of delirium within the Trust. Overall, the number of assessments has increased from 61-70%, which is just under 400 additional 4AT scores each month. My Trust wide staff survey indicates clinical staff have increased confidence in their ability to prevent, treat and care for patients in the last 2 years.

Achievements

- Organised a regional conference.
- Established a Shared Decision-Making Council for delirium.
- Finalist for a national Nursing Times Award
- Presented at national BACCN conference & shared an award for best study day of the year.
- Currently co-authoring a paper on delirium.
- Launched a regional community of practice with 50 members
- Set up a regional community of practice group, with 50 members
- Presented at a national conference

Challenges

- Initially, transitioning into a slower thinking state & managing the feelings of guilt around not being in an operational role.
- Carving out time for growth, in a complex operational system, that's depleted of multiple resources.

Next steps

I have a development lead role within the Leeds Health and Care Academy. The objective is to reduce health inequality in Leeds, by giving staff in health and social care, knowledge and skills to positively influence determinants of health, for service users in their care.

Advice for Future Fellows

Quotes from leaders this year:

- Thinking time is a legitimate use of work time.
- Only dead fish 'go with the flow'
- The answer is within you.
- Clarity gives us safety.
- Don't let the perfect be the enemy of the good.

Learning Points

- I've learned that being a leader is not about being the clinical expert, as the fundamental skillset is around enabling others to flourish. This insight from our Chief Exec, liberated me to look beyond my clinical specialty, to develop my future career.
- Taking time to notice my thoughts and feelings – where they come from, how well they serve me, how they influence my interactions with others & ultimately how all of this influences the culture and the success of what is being delivered.

Camilla Davies

Pre FLP Role: General Surgery Registrar

FLP Fellowship: Optimisation of Surgical Services

PGCert: Psychology in the Workplace, University of Aberdeen



Project Summary/what has the FLP helped you deliver?

- Multi-specialty collaborative development and implementation of a clinical pathway for patients presenting to ED with acute abdominal pain to streamline care and improve patient safety.
- Development of a Business Case for Point-of-Care blood testing within acute General Surgery.
- Provided supervision for the completion of clinical audit.

Achievements

- Faculty member at various clinical teaching and training days.
- Contributed to a successful bid for the 2025-26 Future Leader's Programme and was part of the recruiting team for the 25/26 cohort of LTHT Clinical Leadership Fellows.
- Successfully completed my PGCert.

Challenges

- Getting comfortable with a different approach to working with a less direct focus.
- Coaching – becoming more reflective and introspective!

Next steps

- Return to clinical work to complete my training.
- Work out how best to integrate my leadership and self-development skills from this year into my clinical practice going forwards.

Advice for Future Fellows

- Make the most of the year – this will mean different things to different people, not everyone's drivers are the same.
- Enjoy it!

Learning Points

- I have learnt about my personal strengths and weaknesses, and how to apply these to my leadership within clinical environments.
- Not everyone will have the same approach or motivations towards a situation, so being flexible in your communication and leadership is key.
- An understanding of the structure and management of the NHS, both at national and local levels.

Clarissa Dale

Pre FLP role: Specialty Registrar in Paediatric Dentistry

FLP fellowship: Developing Amelogenesis Imperfecta Paediatric Patient Care Pathways in Yorkshire

PGCert: Healthcare Leadership, University of Hull



Project Summary/what has the FLP helped you deliver?

- Implementation of an electronic pathway for Paediatric Patients with Amelogenesis Imperfecta.
- Projects and resources to develop the specialised Amelogenesis Imperfecta Clinic at Leeds Dental Institute (LDI).
- Miscellaneous projects around dental education and oral health.

Achievements

- Setting up a pilot evaluation of the Amelogenesis Imperfecta electronic pathway at LDI.
- Poster presentation at the FLP Conference and submission for a national Paediatric Dentistry conference.
- Writing a book chapter on recording genetic pedigrees.
- Teaching sessions on enamel defects and recording genetic pedigrees.
- Co-designing a regional survey for Educational Supervisors.
- Starting data collection for a cross-sectional survey on the oral health of children with ENT conditions.

Challenges

- Keeping structure when working from home.
- Overcoming Imposter Syndrome.

- Balancing time between projects.

Next steps

- Review the outcomes from piloting the electronic pathway and gather feedback from colleagues.
- Submit my review article manuscript for publication.
- Collaborate with other units to develop a national pathway.

Advice for Future Fellows

- Be kind to yourself and prioritize your self-development.
- Take the opportunity to shadow a variety of healthcare leaders and managers – you may pick up a new project or learn something you didn't expect!

Learning Points

- Understanding my core values and incorporating them into my future work.
- Becoming more assertive and learning to say 'no'.
- How to facilitate an effective meeting (this is a great FLP course to attend!).

Clodagh Devine

Pre FLP Role: Obstetrics & Gynaecology (O&G) Registrar

FLP Fellowship: Perinatal Services, Leeds Teaching Hospitals

PGCert Equivalent: The Kings Fund – Emerging Clinical Leaders



Project Summary/what has the FLP helped you deliver?

My main project looked at non-spontaneous preterm births in the trust over the last year, analysing the causes and neonatal outcomes through a health equity lens.

However I have got so much more out of the project time than this project – I've helped with the response to the unannounced CQC visit to the hospital, seeing it from both the view of the department and of the hospital board, led a large project on the causes of delays for planned births, focusing on induction of labour, and I'm still working on making the O&G antimicrobial guidelines more accessible to resident doctors in the trust.

Achievements

My highlights have been shadowing the chief medical officer, meeting the executive and non-executive directors of the trust, shortlisting and interviewing FLPs for next year and helping organise the Resident Doctors and Dentists Appreciation Week. I'm looking forward to presenting my main project work at the RCOG World Congress next month

Challenges

I have had to learn how to manage having lots of projects going on at once! I have also

had to learn to create boundaries – it can be tough knowing that whatever you don't get done that day or week will just be things you have to do the next day or week – you don't get to handover outstanding jobs like you do for clinical shifts!

Next steps

I'm heading back to O&G training and have taken up the role of Chair of the Yorkshire & Humber Trainee Committee so I can practice the leadership skills I have learned this year.

Advice for Future Fellows

Get to know the other fellows, that's probably been the best thing about the FLP! And take advantage of coaching, having that amount of 1:1 time to explore your career and your approach to work is an incredible opportunity.

Learning Points

- Being prepared, allowing other people to be prepared, and trying to allow everyone to have the opportunity to speak can make a meeting so much more effective
- Although I find the thought of networking embarrassing, I have seen how much of a difference it can make, which has empowered me to continue trying my best.

Daniel Sapier

Pre FLP Role: ST4, Paediatrics Registrar

FLP Fellowship: Digital Innovation Fellow

PGCert: PGCert in Leadership in Health and Social Care, Sheffield Hallam University



Project Summary/what has the FLP helped you deliver?

- I developed an immersive virtual reality game as an alternative to traditional simulation in collaboration with my hospital and the university.
- Study days, coaching, reading and self-analysis tools all helped me consider my own needs and values for the first time in my life. I could not have addressed any of this whilst working on a busy rota.
- As well as completing a PGCert in Leadership, I have networked with executives in my hospital and beyond, learning by their example.
- Improving my fitness and volunteering weekly at Cubs, which I hope to continue.

Achievements

- Securing funding for a novel concept despite major financial pressures.
- Learning to be self-compassionate and understanding “there is nothing wrong with who I am, I am just a different person”.
- Speaking at a national conference and hopefully publishing a paper.

Challenges

- Feeling I was “doing nothing” when not directly working on my project (especially when reading).

- Every step of my project seemed to involve an initial rejection.
- The “Systems Leadership” module of my PGCert (but do it!)
- Accepting the need for counselling and a neurodiversity assessment.

Next steps

- Return to training for now, knowing I can leave if things don't improve.
- Explore part-time employment to continue my project work.

Advice for Future Fellows

- Say “yes” to every opportunity, seek coaching and have a bit of chutzpah - you may be surprised what you can do in this role.
- Read self-development books on work time and enjoy your time off
- Travel whilst you can!

Learning Points

- This year, my biggest project was me.
- To lead well, you must first identify what you stand for.
- People are more motivated by autonomy and belonging than any financial reward.
- Front line staff have the power to effect change, so long as it is approached constructively.

David Williams

Pre FLP Role: ST5 registrar (Geriatrics)

FLP Fellowship: Medical Education (Rotherham Hospital)

PGCert: Postgraduate certificate in Medical Education (University of Sheffield)



Project Summary/what has the FLP helped you deliver?

I have been involved in a wide variety of projects across medical education and have listed the main ones under achievements.

Achievements

- Student welcome posters - making students feel more welcome and expected on wards. Statistically significant increase in feeling welcome, expected and that they were learning from the placement.
- Ward round simulation - improving documentation and task prioritization in final year medical students. This is currently ongoing.
- ROCKS and CARE courses - improving communication skills in tender conversations and understanding of palliative care via a case-based teaching series
- Analysing room-use data and using that plus future suggestions to start planning a new medical education centre.

Challenges

- Getting funding approval for bigger projects including increasing medical on-call staffing

Next steps

- Ensuring continuity of the current courses via succession management (needs funding approval)

Advice for Future Fellows

- The project is not the most important thing; it is the skills you learn while doing it.
- Read a lot of audiobooks - really helped me to expand my thinking on leadership.

Learning Points

- Leadership is not all about strategy and spreadsheets, it is about connection, listening and being vulnerable.
- It is impossible to achieve everything in life, but the fact we can't is what makes what we do achieve so valuable

Eileen Watson

Pre FLP Role: AHP Team Manager – Specialist Physiotherapist

FLP Fellowship: Complex Rehabilitation

PGCert: PGCert in Leadership in Health & Social Care - University of Bradford



Project Summary/ What has the FLP helped you achieve?

Designed and implemented an integrated workforce model for York community intermediate care facilities to improve flow and increase rehabilitative contact time for all patients.

Achievements

- Successfully completed PG Cert, I can remember how to reference and structure essays!
- Built an understanding of diversity of thought. I discovered a passion for workplace culture.
- Committee member for FLP national conference.
- Oral presentation of project at the FLP national conference and regional AHP Leadership forum.
- Made some amazing new friends!

Challenges

- Engaging stakeholders and driving project forward when faced with competing priorities. Influencing change is hard!
- Learning about EDI, my own privileges and biases.

Next steps

- Continue study to complete masters.
- Starting a new role as Freedom to speak up guardian in a new trust.
- Apply my learning from all the FLP courses to drive positive change in myself and others, (return to my notebook of 'suzyisms' to reflect and stay on track!).
- Prioritise work-life balance to build a healthier, more sustainable career.
- Encourage other AHPs to complete an FLP year.

Advice for Future Fellows

- Enjoy this year – for me the best of my working career to date.
- Remember you too are the project this year!
- Align your project with the trust's strategy.

Learning Points

- I understand my core values of kindness and fairness; this is essential for fostering growth and understanding in myself and others. My leadership style is driven to cultivate a workplace culture that is inclusive, open, and supportive whilst embracing diverse perspectives.
- When presenting data and recommendations, actively listen to and consider the audience's perspective to enhance the depth of your findings. Crafting a strong aim statement requires time and careful thought but is worth it!

Adaeze Juanita Oriaku

Pre FLP Role: General Practice Registrar

FLP Fellowship: Leadership Fellow for IMG-supported return to training (SuppoRTT)

PGCert: PGCert in Health and Social Care Leadership, Sheffield Hallam University



Project Summary/what has the FLP helped you deliver?

The FLP has enabled me to develop a strategic, region-wide approach to IMG support. I've mapped current support offerings, fostered collaboration between IMG champions, DMEs, and explored solutions for a more cohesive induction and return-to-training process for IMGs. I have also used virtual platforms to engage IMGs.

Achievements

1. Adapted and rebranded the FAQs – Skilled Worker Visa document for use across Yorkshire and Humber.
2. Delivered key presentations at GP Enhanced Inductions (Sept and Apr), and IMG Inductions in Bradford (Nov) and Hull (May).
3. Represented YH Deanery at the Medical Training Review IMG focus group.
4. Initiated collaboration with IMG Champions and DMEs to streamline IMG offerings in the region (ongoing)

Challenges

- Engaging with a diverse and geographically spread-out IMG cohort.
- Navigating the complexity of multiple stakeholders including DMEs, TPDs, and organisational leads.

- Lack of IMG representation in some trusts, making it difficult to assess and address needs.

Next steps

- Finalise and disseminate a streamlined regional framework for IMG support.
- Support sustainability by handing over live projects to the next fellow.
- Complete PGCert

Advice for Future Fellows

- Be proactive in building networks—peer and senior support make a huge difference.
- Keep your project focus clear but be open to iteration and feedback.
- Document your journey early—it helps with reflection and sustainability planning.

Learning Points

- Leadership involves influence, not just authority—especially when coordinating across systems.
- Building relationships and trust is crucial to implementing change.
- IMGs are not a homogenous group—tailored, flexible solutions are essential.

Laura Griffiths

Pre FLP Role: Senior Research Nurse

FLP Fellowship: Outpatient Transformation

PGCert: PG Cert in Public Health



Project Summary/what has the FLP helped you deliver?

- Rapid Expert Input (REI) Evaluation in Haematology and Paediatrics Outpatient Referrals
- Did Not Attend/Was Not Brought Evaluation in Ophthalmology Outpatient
- Transport plan for patients

Achievements

- Presented to Learning, Education and Development group within the Trust
- Scope for Rapid Expert Input
- Qualified as Quality, Service Improvement and Redesign Practitioner
- Made lots of contacts through the ICB and NHS England
- HNY Clinical Summit
- Rapid Evaluations in Healthcare Conference
- Involved with the opening of Scarborough's new Urgent & Emergency Care Centre
- Trained in Make Every Contact Count, and completed train the trainer
- Shadowed Northumbria MECC strategy group
- Transport and Rurality delivery group
- DNA Analysis
- HCTS Evaluation of use
- PG Cert in Public Health

Challenges

- Supervision from supervisor has been minimal
- Learned I'm neurodiverse and this has impacted me
- The IT systems in our Trust are not fit for purpose and making changes is incredibly challenging

Next steps

- Utilise all the leadership and development skills
- Continue to look for a new role

Learning Points

- I've really learnt about who I am and what values I hold, and how these impacts on being a leader.
- I've also learnt to have some compassion and self-love.

Advice for Future Fellows

- Take every opportunity you can, and if you want something to exist, sometimes you've got to make it happen. Most importantly, look after yourself and your fellow fellows!! Prioritize you over your project!

Leah Murphy

Pre FLP Role: Medicines Optimisation and Population Health Lead Pharmacy Technician

FLP Fellowship: Primary Care and Community Pharmacy Clinical Skills

PGCert: PGCert Management & Leadership in Health & Social Care: Practice Development at Cumbria University



Achievements

- ✓ PGCert Management & Leadership in Health & Social Care
- ✓ Managing Successful Programmes Foundation Certificate
- ✓ Educational Supervisor Certificate
- ✓ Foundation Programme in Public Health Level 1
- ✓ Completed 12 MaxCourse workshops
- ✓ Member of the FLP Annual Conference Committee
- ✓ Co-chairing workforce expanding roles task and finish group for SYICB
- ✓ Development of a pharmacy technician skills directory
- ✓ Presented my FLP project at the PCN Pharmacy Team Engagement Event
- ✓ Presented my FLP project at the Pharmacy Technician and Support Staff Network Event
- ✓ Involved in the Community Pharmacy Apprenticeship Programme bid evaluations

Challenges

- Being given a project scope and then free reign with the next steps took some getting used to.
- There are many opportunities with being an FLP and it was difficult saying 'No' when I didn't have capacity.

Next steps

- The FLP year allows you to explore so many avenues that I am slightly torn with my next direction, but I have really enjoyed working within the School of Pharmacy and Medicines Optimisation and will be keen to explore education opportunities in the future.

Advice for Future Fellows

- The first couple of months are relatively quiet whilst you are settling in, use this time to plan your learning for the year and allocate your study budget.
- Start small with your project and expand it later if you have the capacity, do not be too ambitious and over commit yourself.

Learning Points

Initially I got fixed on organizing my diary to allow for an equal split of project, personal development and PGCert time each week but that was not the most practical (especially when assignment deadlines were looming!). I found it much easier to be flexible, some weeks would be full on project, then others much quieter focusing on personal development.

Mais Ismail

Pre FLP Role: ST4 Paediatric Registrar

FLP Fellowship: HNY LMNS Quality & Safety leadership fellow

PGCert: PGCert Medical Education; University of Manchester



Project Summary/what has the FLP helped you deliver?

- Co-led the LMNS Equity Action Plan, centring co-production and marginalised voices.
- Led regional improvements to interpretation services, shaping trust-level provider specifications.
- Led & delivered a region-wide interprofessional EDI study day.
- Co-led the first HNY LMNS EDI conference in MatNeo care.

Achievements

- Completed PGCert in Medical Education.
- Oral presentations in INHWE, FLP, IMG levelling up & HEaT conferences.
- Published a peer-reviewed article in Archives.
- Conference Committee for FLP conference & SOPAM.
- Founder and Chair of PECSIG trainee forum

Challenges

- Navigating complex systems and mapping existing work across trusts was initially overwhelming.
- It was difficult when ideas didn't gain traction, but I learned not to take it personally.
- Leading as a trainee sometimes felt daunting, especially in senior spaces.
- Balancing project work, PGCert deadlines, and personal boundaries was a constant challenge.

Next steps

- Complete my paediatrics training & applying for cardiology soon.
- Grow involvement in research and continue to chair PECSIG trainee forum.
- Co-hosting an EDI podcast with the LMNS equity lead.

Advice for Future Fellows

- Be bold but patient—change takes time.
- Build genuine relationships, especially with those least heard.
- Don't wait to feel ready; start where you are.
- Protect your energy, ask for help, and remember: your voice matters, even if it shakes.

Learning Points

- The purpose of leadership isn't about seeing results in a short time; it's about planting the seeds of vision and effort, showing up every day, and having the perseverance to keep going, trusting that the results will follow. Time does wonders, let this sink in.
- You don't have to know everything or do everything yourself as a leader—choose your battles, find the right people for the right tasks, and delegate. Take care of your wellbeing.
- For a vision to become a reality, you need to find like-minded, interested people who will share the load, help you achieve it, and become "your gang."

Nkiruka Edward-Alali

Pre FLP Role: GP Registrar

FLP Fellowship: Leadership Fellow in Social Accountability

PGCert: PGCert in Health and Social Care Leadership, Sheffield Hallam University



Project Summary/what has the FLP helped you deliver?

- Designed and distributed a questionnaire to GP Registrars exploring awareness, training experiences, barriers, and suggestions for improving social accountability in GP education.
- Developed an induction resource outlining key concepts and materials on social accountability for incoming GP Registrars.

Achievements

- Facilitated the social accountability teaching day for all GP Registrars
- Facilitated Bridging the Gap sessions for FY2 doctors interested in GP training
- North and East Locality Lead, Trainee Executive Forum, Y&H
- PgCert in Health and Social Care Leadership, Sheffield Hallam University
- Visiting Lecturer at the Medical School, University of Leeds
- Poster Presentation at Future Leaders Conference
- Project Presentation at Primary Care Educators Seminar (PCES)
- Member of interviewing panels for some regional roles, including FLP posts and TPD posts
- Prioritised wellbeing in leadership by returning to healthy habits and completing Couch to 5K, running my first non-stop 5km.

Challenges

- Balancing clinical and leadership roles
- Managing imposter syndrome with senior stakeholders

- Setting boundaries amid emerging opportunities were key challenges.

Next steps

- To become a GP trainer/TPD to support and advocate for GP Registrars.
- Will continue promoting equity through education, coaching, and supervision
- To further develop leadership in medical education at undergraduate and postgraduate level building on my role as a visiting lecturer.

Advice for Future Fellows

- Be curious and open to how your project evolves through engagement.
- Build a strong support network early.
- Be ambitious but strategic, protect your time, say no when needed, and plan for sustainability.

Learning Points

- Gained insight into system leadership and how to translate values like equity and accountability into action.
- Built confidence in leading change and facilitating consensus in complex settings.
- Discovered a relational, reflective, and values-driven leadership style, with emphasis on adaptability and communication.
- Learned the importance of humility, active listening, and co-creation in effective leadership.
- Found value in the FLP community for support, shared learning, and critical friendship.

Olivia Holland

Pre FLP Role: Paediatric Registrar

FLP Fellowship: Paediatric Expertise within Primary Care

PGCert Equivalent: PGDip in Medical Leadership, University of Lancaster



Project Summary

- I initiated a new referral pathway within paediatric A+E for children to go to a hub ran by primary care- this helped to take well children out of the busy A+E department. Sadly, the funding was pulled for this but will be coming back seasonally!
- Created a Primary Care/Paediatric Interface Group for GPs and paediatricians in Wakefield to discuss improvements we could make for patients.
- In this group we also streamlined the referral system to secondary care paediatrics which has benefited both primary and secondary care!

Achievements

- Created a Burns Referral Pathway for Leeds Community Healthcare.
- Presented a poster at the European Society of Paediatric Endocrinology Conference.
- Had the time to illustrate a children's book created to help children with adrenal insufficiency understand their condition.
- Started doing yoga which I realise I love!
- Travelled around New Zealand for a month!

Challenges

- Trying to keep people engaged during projects
- I learned it is important not to just push new ideas on the people who you need for it to succeed

- Engage them in the process of developing the idea and they are more likely to help!

Next steps

Going back into Paediatric training as a new registrar and apply for subspecialty training. FLP has taught me that things work out even if that looks different to what you thought it would and so when I apply for subspecialty, I will bear that in mind and know that whatever happens- things will be ok!

Advice for Future Fellows

- Don't feel guilty for being non-clinical- this year is a unique opportunity to finally have time to develop yourself so really take advantage of it!
- Working from home can be a learning curve so finding nice cafes can help plus a good chance to connect with other FLPer's!

Learning Points

- I now understand the reason for networking- a lot of people you come across may be able to help you further down the line or connect you with someone who can.
- Just because a project might not have been successful, doesn't mean it was a failure. There has been a lot of learning from my unsuccessful projects!
- Creating change is hard but you just have to stay positive and cut yourself some slack if it doesn't work out exactly how you thought it would.

Pavneet Chana

Pre FLP Role: Oral Surgery Specialty Training Registrar

FLP Fellowship: Leading Change: Antimicrobial Stewardship

PGCert: PGCert in Health and Social Care Leadership



Project Summary/what has the FLP helped you deliver?

- Led a quality improvement (QI) project which has successfully reduced the number of Piperacillin/Tazobactam prescriptions used in elderly medicine.
- Worked on trust wide projects with the other leadership fellows including the Resident Doctor and Dentist Appreciation week which included organising a regional conference.
- Organised a QI network event about sustainability. Regular delivery of QI teaching and coaching. Completed advanced QI training.

Achievements

- Presented at national conference and won first prize.
- Distinction in PGCert.
- Peer-reviewed publications.
- Ran a marathon this year!
- Presenting at the LTHT infection summit

Challenges

- Adapting to working from home
- A less busy working schedule and at times empty diary(!)
- Managing my own expectations of the year

Next steps

- Return to and finish specialty training.
- Use my QI experience and skills in future leadership roles to embed sustainable change.

Advice for Future Fellows

- Learn what values are important to you and what you want your future to look like.
- Remember it's ok to not be busy all the time, use this time to do things you have always wanted to – fitness, take on a new hobby, spending time with loved ones.

Learning Points

- Managing my own imposter syndrome whilst gaining confidence in my own capabilities.
- There are many different leadership styles which can be successful, as long as you are authentic and compassionate to your team you will thrive.
- Work/life balance is not underrated!

Rachel Marshall

Pre FLP Role: ST7 Clinical Oncology

FLP Fellowship: Improvement Academy: Martha's Rule

PGCert: PGCert in Healthcare Leadership: University of Hull



Project Summary/what has the FLP helped you deliver?

This year I have supported acute trusts across Yorkshire and Humber (Y&H) with the implementation of Martha's Rule. I have also worked with the RCP Mortality Lead to support learning from deaths across Y&H.

Achievements

- Lead of the Martha's Rule regional learning community.
- Presentation at NHSE webinar: How workplace culture impacts Martha's Rule.
- Development of a new methodology to extract narrative learning from Martha's Rule escalations.
- Delivery of Structured Judgement Review Training.
- Presentation of thematic analysis of Prevention of Future Deaths letters at Regional Mortality Collaborative meeting.

Challenges

- The sudden loss of structure to my days was initially difficult to adjust to.
- Working from home is both flexible and distracting. Working out where I work best was hard!

- Slowing down. Understanding that change in the NHS takes time.

Next steps

- I am looking forward to returning to clinical practice with a renewed sense of enthusiasm, the confidence and skills to effect change in the NHS and a real understanding of what is important to me in both my work and personal life.

Advice for Future Fellows

- Take this time and space away from busy clinical work to understand yourself, reflect on what is important to you and get to know your why!

Learning Points

- A compassionate leader is a great leader.
- Be curious. There is so much we can learn from others.
- A positive organizational culture for change is more important than any brilliant innovative ideas you have. You can't push against a closed door!

Rachel Westbourne

Pre FLP role: Public Health Registrar

FLP Fellowship: Developing a Population Health Approach to Poverty

PGCert Equivalent: Dare to Lead & Strategic Leadership for Healthcare



Project Summary/what has the FLP helped you deliver?

Developed a strategic approach to addressing poverty as a public health issue and developed specific resources to enable action to address poverty as a health determinant within patient pathways in order to promote equitable access, improve patient outcomes, and reduce health inequalities.

Achievements

- Securing the support of and collaborating with partners including the Association of Directors of Public Health and the three Integrated Care Boards to adopt and promote the final project outputs.
- Developing a framework for understanding and addressing the impacts of poverty across the patient pathway.
- Developing a toolkit for taking action on poverty within NHS settings, to be used by frontline professionals and services.
- Presenting the work to a range of regional partners and at a national conference.
- Undertaking a wide range of personal developmental and reflective development activities.

Challenges

- Defining and limiting the scope of the project – there was too much that could be done!

- Learning to set expectations and measure success by my own standards rather than having these set for me.

Next steps

- Dissemination and promotion of the work, particularly the “NHS and poverty action toolkit”.
- Returning to my final year of public health training.

Advice for Future Fellows

- Protect your personal development and focus on yourself as the project – this much time and space for your own learning and personal development is a real gift!
- Use this opportunity to approach senior leaders for a chat about leadership – everyone I approached said yes and these conversations were some of my most valuable learning.

Learning Points

- Understanding what I need to work at my best and strategies to achieve this – how I manage myself and my time has been key!
- Storytelling is often more impactful than data.
- Connect with others and get feedback and buy in for your project early – you don't need to wait to have a fully formed idea or product (in fact, you shouldn't!)

Radwan Ali

Pre FLP Role: Advanced Clinical Pharmacist – Elderly and Unplanned Care

FLP Fellowship: Digital Transformation

PGCert: Public Health with Leadership and Management



Project Summary/what has the FLP helped you deliver?

During my fellowship year, I worked on a range of digital transformation projects within a mental health trust. My primary focus was on improving how data is extracted and used from existing systems through business intelligence (BI) tools. This enabled more efficient, real-time data analysis to support clinical decisions, ultimately enhancing patient safety and care quality.

Achievements

- Learned SQL coding to build and optimise BI reports.
- Created a dashboard identifying patients prescribed ≥ 2 antipsychotics to flag potential clozapine candidates.
- Lead the procurement case for upgrading outdated medical staff devices to smartphones.
- Connected and built relationships with influential individuals and teams.
- Presenting at a national conference: the HSJ medicines forum.

Challenges

- Learning to saying “No” to senior staff.
- Learning something completely different to pharmacy! SQL coding.

- Planning and using my time efficiently. I was used to a rigid rota, so this was very different!

Next steps

- I secured a new role in an area of interest (digital).
- I'll be carrying forward all the lessons from this year — both the wins and the setbacks by applying the skills I've gained to whatever comes next in my career.

Advice for Future Fellows

- It is key to have a good working relationship with your supervisor. Set expectations early – some may not know what a fellowship is about!
- Take every opportunity you can.
- It's OK to fail – but learn from it.

Learning Points

- Understanding myself – and how I work best!
- Saying “No” – it's hard to do this but you get better at doing this with time.
- It really is true that “it's not what you know, it's who you know.” Building good relationships and connecting with the right people can make all the difference when you're trying to get things done.

Rebecca Ireson

Pre FLP role: Anaesthesia and Intensive Care Specialty Registrar

FLP Fellowship: Leadership Fellow in Health Inequalities in Secondary Care

PGCert: PGCert in Public Health (Leadership and Management)



Project Summary/what has the FLP helped you deliver?

- Service improvement work in multiple clinical departments locally
- Development of education programmes
- Strategy and annual planning influence at regional level

Achievements

- QI Practitioner Qualification
- Health Inequality Trainer Qualification
- Reduction in surgical cancellations on the day; most impact for patients from the Core20 areas of deprivation
- Contributed to letter of support for new local train station to improve access and air quality for York Hospital
- Supporting successful national research bids for service development for local underserved populations
- Developed new regional guidance for alcohol dependency in secondary care
- New substantive trust role to continue these pieces of work when I leave
- Couch to 10k
- New friends for life
- Hope

Challenges

- Shift from instant results-based work to slower, strategic planning
- Developing true self-awareness, knowledge and compassion
- Influencing culture change
- The pain of too much freedom

Next steps

- Interviewing for new Health Inequalities Lead to hand over programme and projects to
- Returning to training at 0.8 WTE
- Active self-compassion work
- 0.5 day a week continued project involvement

Advice for Future Fellows

- Embrace what feels like indulgence and spend time reflecting on your wants and needs.
- It's incredibly important work to ensure your own happiness, health and therefore success. We all *know* we need to fill up our own cup, but we don't often have the space to do so; this year hands you the jug to pour from, grab it!

Learning Points

- I have genuinely learnt something new every day. The biggest areas of development for me this year have been self-focused.
- Having the time to understand and specifically name my values, preferences and goals has been transformative, and I have never felt so confident in who I am as a person, a clinician and a leader.
- Being introduced to the concepts of wicked problems and spheres of concern, influence and control have radically changed my approach to the things I care about, personally and professionally. An optimist reborn!

Samantha Sharkey

Pre FLP Role: Specialty Registrar in Trauma & Orthopaedics

FLP Fellowship: Fellow to the Future Leaders Programme

PGCert: PGCert in Medical Education, University of Sunderland



Project Summary/what has the FLP helped you deliver?

The development and delivery of the FLP programme for the 2024/25 cohort alongside my partner in crime Uche.

Achievements

- Co-organiser of the 2024/25 FLP bimonthly meetings and co-chair of FLP conference.
- Involvement in bid selection, recruitment and course selection for 2025/26 cohort.
- Co-chair of the FLP Steering Group.
- Involvement with ARCP Appeal Panels.
- Review and promotion of regional Professional Skills Courses.
- Poster presentations at FLP conference (2nd place) and EFORT.
- Commenced role as National Education Lead and Congress Chair for BOTA.
- Design and delivery of several national and regional courses.
- Engagement with local medical schools acting as mentor, tutor and invited speaker.
- Involvement and organisation of events designed to promote inclusivity in T&O.
- Involvement with the UK Medical Training Review
- Competing in Strong Woman!

Challenges

- Adapting to new working environment, particularly managing my own schedule and working from home.

- Having confidence in myself to put myself forward for leadership positions and ignoring the imposter voice!
- Learning to say no (work in progress)

Next steps

- I am keen to pursue further leadership opportunities within medical education and look forward to continuing the national and regional work I have got started on this year!

Advice for Future Fellows

- Don't be afraid to put yourself out there! You did not get this position simply by luck, you deserve to be there 😊
- It is worthwhile to take time to think about what you may wish to explore during your year early as time passes quicker than you think!

Learning Points

- Personally, I have learned a lot about myself over the year largely due to the FLP courses. I have gained a deeper understanding of where my professional interests lie, how my own personal attributes can influence my leadership style and the environment in which I work best.
- From a leadership perspective, I have gained a huge appreciation for the value of leading with compassion and collaborative working. I have accepted that being a leader does not mean you have to have "the best ideas" and it is okay to change your mind or admit that you don't know!

Sarah Byrne

Pre FLP Role: Physiotherapist

FLP Fellowship: Achieving Reliable Care for Safety – Improvement Academy

PGCert Equivalent: Professional Diploma in Obstetrics and Gynaecology



Project Summary/what has the FLP helped you deliver?

- Support the Innovation Hub delivery at a local PCN to introduce a new model for accessing GP and social prescriber support within the practice
- Prepared for and commenced implementation of total triage within the practice

Achievements

- Development and delivery of The Workplace Detox training programme
- Developed of an online pelvic health information hub for local communities to access with automated translations
- The experience and skills obtained throughout the year as been instrumental in aiding me to obtain a future post, Knowledge Mobilisation fellow within the Applied Research Collaborative.
- Connected with some wonderful colleagues and lifelong friends!
- Postgraduate diploma
- Completed mentoring and coaching programme, invaluable!

Challenges

- The ARCS project was no longer viable when I started the fellowship, so I had to be flexible and adapt as things developed. I took the initiative to look for

other meaningful projects in the meantime, which helped me stay engaged and make the most of the opportunities available.

Next steps

- I am looking forward to starting a split role between clinical practice and as a Knowledge Mobilisation Fellow (linking research with clinical teams to ensure it is utilised optimally!)

Advice for Future Fellows

- It is ok not to have everything figured out in the first few weeks.
- Get comfortable being uncomfortable, it will take time to adjust to a new way of working.
- Enjoy the opportunities to make new connections.

Learning Points

- Take it one step at a time.
- Learning to say no is harder than you think, but this allows you to focus your time and energy into what is really important and what sits with your values.

Shrita Lakhani

Pre FLP Role: StR 3 in Paediatric Dentistry

FLP Fellowship: Fellow in Trainee Engagement – Chair of the Yorkshire & Humber Trainee Forum

PGCert: PG Cert in Health Leadership at University of Hull



Project Summary/what has the FLP helped you deliver?

Further strengthened the structure and membership of the Yorkshire & Humber Trainee Forum by:

- Delivering on the forum's first Standard Operating Procedure
- Achieving record-high membership and widest speciality representation so far
- Developing a webpage to support trainees in raising concerns
- Launching a leadership initiative in postgraduate medical & dental education

Achievements

- Organising committee member for 2025 FLP Conference – chaired meetings, led breakout rooms, allocated attendees, and presented sessions
- Verbal & poster presentations at 2025 FLP conference
- Co-led the FLP book club & facilitated a session on 'Compassionate Leadership'
- Participated in the listening events as part of the 2025 National Medical Training Review
- Meeting/Listening to national figures in healthcare leadership including Prof Michael West, Prof Chris Witty & Amanda Pritchard

Challenges

Developing a strong understanding of the multi-agency landscape of postgraduate health education.

- Navigating this complexity in decision-making is an ongoing learning process and something I continue to build on each day.

Next steps

- Continuing my chair role for a further 6 months until Feb 2026, in which I will work alongside the incoming chair
- Joining the YH Deanery Team at the 2025 National 'Developing Excellence in Medical Education' Conference

Advice for Future Fellows

- Make use of the opportunities that the FLP offers like coaching, Healthcare Leadership Module 360-degree appraisals and anything else that comes along. But remember you don't have to do it all at once.
- Take your time, structure your approach & prioritise what is important to you.

Learning Points

- Having confidence in my abilities and learning how to maintain it through challenges
- Valuing the strength of teamwork, where diverse skills complement & enhance performance
- Learning to become more assertive, particularly when and how to set boundaries
- Recognising that as a leader you don't always have the answer and that's okay.

Stefanie Gissing

Pre FLP Role: Public Health Specialty Registrar

FLP Fellowship: Cross-risk factors approach to health

PGCert Equivalent: ILM Level 5, Dare to Lead™ Trained



Project Summary/what has the FLP helped you deliver?

Myself, a Registrar feeling much more ready to be a consultant! My project work included:

- A seminar series focused on commercial determinants of health
- Publication of a regional Position Statement with launch event and follow-up workshops
- Publication of several blogs and contributions to academic articles
- Presented at two conferences
- Responded to government consultations

Achievements

- ILM Level 5 in Leadership and Management
- Dare to Lead™ training
- Secured funding for research to gather community views and for an advocacy secondment
- Improved confidence: speaking up in hard conversations and at high-level meetings
- Rediscovering my love of writing and that I have a creative side after all!
- Being more physically active – to my dismay I've found I enjoy feeling fitter
- Influencing locally, regionally and nationally, becoming more well known in my field

Challenges

- Learning how to say 'no' to work that doesn't develop my leadership skills or would spill over into my development time – this took practice and confidence

- Keeping an overview of the whole system and the stakeholders in it, and how to spot and fill gaps within it... something I'm still learning!

Next steps

- Returning to training and working towards becoming a consultant!
- Practising the leadership skills I have learnt and using the confidence I have gained in my next placement

Advice for Future Fellows

- Protect your personal development time! It's your time to find your strengths, learn and lean into your values, and build skills for leading in your chosen field – all in work time! Block-out time for it and check that your project time isn't eating into it.
- Also: breathe, slow down, enjoy the year!

Learning Points

- *"Find out who you are and do it on purpose"* – Dolly Parton. What motivates you? What are your values? Find out and orient your life and work to them. FLP courses and coaching help!
- *"A leader is anyone at any level who takes responsibility for finding the potential in people and processes and has the courage to develop that potential"* - Brené Brown
- Listen to understand, not to respond. This can be really powerful!
- Focus on your circles of control and influence, spend your time and energy there.

Su Leeming

Pre FLP Role: Extended Scope Physiotherapist

FLP Fellowship: Digitisation & Clinical Engagement

PGCert Equivalent: The Kings Fund – Emerging Clinical Leaders



Project Summary/what has the FLP helped you deliver?

- My secondment has enabled me to experience the challenges of deploying an Electronic Patient Record (EPR) and work with the digital directorate during a challenging time of change and transformation

Achievements

- Supporting the Clinical Safety Officer and wider Clinical Informatics Team at Airedale NHS Foundation Trust
- Learning to write Options Papers to present to the Executive Board
- Attending and contributing to Senior Management meetings with regards to Clinical Safety and Safeguarding

Courses Attended

- NHS Clinical Safety Officer Training
- Health Innovation Y&H Digital Ambassador Programme
- Digital Health Digital Summer School
- Prince2 Foundation Training
- Courses provided by the FLP

Challenges

- Feeling very inefficient and outside of my comfort zone – not knowing!
- Inspiring and motivating an already stretched workforce to embrace change

Next steps

- Continue to grow and develop as a leader – this is only the beginning!
- Continue to champion the benefits of digitisation in the NHS
- Apply for digital focussed roles to diversify my career and continue the learning

Advice for Future Fellows

- 'You are the project' – it is true. Grab this amazing opportunity, attend ALL the courses, develop yourself as much as you can!
- Embrace not knowing – you are there to learn!
- Understand your values – know what motivates and drives you

Learning Points

- Coping with large scale projects in the NHS requires flexibility, perseverance and adaptability
- Being present, offering help, remaining curious and enthusiastic has revealed multiple learning opportunities
- I have a clearer vision of the leader I wish to become. Through supporting others to be their best, gaining their trust and championing their knowledge, we can embrace large scale projects and move towards better digitisation of the NHS
- People will forget what you say and do, but they will never forget how you made them feel

Uchechika Iroegbu

Pre-FLP Role: Infectious Diseases and Medical Microbiology Registrar

FLP Role: Fellow to the Future Leaders Programme

PGCert Equivalent: PGDip Medical Education, Cardiff University



Project Summary/what has the FLP helped you deliver?

Co-lead on the delivery of the Future Leaders Programme, 2024-25 with the wonderful Sam

Achievements

- Post graduate Diploma in Medical Education
- Co-lead on the planning and delivery of bimonthly sessions, recruitment, course evaluation, newsletters and website redesign for the FLP
- Complete MSc in Medical Education
- Promotion of the Professional Skills Courses
- Co-chair 12th FLP conference committee
- 3rd prize FLP Conference Poster
- Item Writer FRCPATH Part 1 & 2 exams
- Appointed Trainee Forum (TEF) Vice Chair
- IMT Recruitment Interview Panel
- ARCP Appeals Trainee Representative
- Collation of the 2023/24 and 2024/25 Annual Reports
- University of Leeds Undergraduate Medicine Course Lecturer

Challenges

- Overseeing my own work diary and learning to work in a different kind of way
- Remembering how to write academically for Post graduate Diploma assignments
- Battling with my imposter voice

- Learning to speak up and that my opinions also matter

Next steps

- Return to training
- Continue working with deanery via trainee forum as vice chair
- Complete MSc in Medical Education
- Keep up with everything I have learned during the FLP and 'Pay it Forward'

Advice for Future Fellows

- Never feel guilty for embracing this rare opportunity and make the best of every minute.
- Think about what you would like your career to look like and tailor your FLP year to make that happen!

Learning Points

- I have a better sense of self and of where I would like my career to go.
- I have learned to be kinder to myself and move from an "improvement" to "development" mindset.
- I have seen how having your voice heard makes such a difference.
- I have learned to identify my imposter voice and realized that I can say no. I have learned people work differently - and that is OK.
- I have seen what good leadership looks like - People never forget how they make you feel. I have seen the good that coaching can do.
- Finally, I have learned to be bold and seize opportunities.

Yasmeen Hayat

Pre FLP Role: ACCS CT4 Anaesthetics Registrar

FLP Fellowship: AI in Healthcare

PGCert: AI in Healthcare



Project Summary/what has the FLP helped you deliver?

- Shared CAIRE: Learned from a multi-disciplinary team including software engineers, lawyers, clinicians, and ethicists on doctor-AI interactions in a clinic setting. Contribution to the MPS white paper on the “AI off switch.” Writing a research paper from qualitative work as a response to Birch et al.’s on AI models in healthcare.
- NHS England strategy: Wrote a protocol, developed a survey, conducted interviews, attended board meetings, and wrote use cases to help develop a regional AI strategy for Northeast and Yorkshire

Achievements

- Distinction in PGCert (AI in Healthcare)
- Attended King’s Fund conference
- Partner to University of York’s SAINTS PhD programme on AI

Challenges

- It was particularly challenging at the start. I was so used to constantly being on the go that although I knew I needed time and space, taking it for myself was a challenge.

- Understanding your own patterns and behaviours and making a conscious choice to change it.

Next steps

- I will be returning to clinical work at 60% and using the other 40% to continue work on AI.

Advice for Future Fellows

- This year gives you the time and the space to really develop yourself. It’s not just about producing work for the sake of productivity.
- If you’ve considered changing career direction, this year will give you the time to pursue the skills needed to do so.

Learning Points

- How to chair meetings and take on leadership roles, particularly with panel members who may have much more experience and hierarchical status than yourself
- How to navigate complex interpersonal dynamics within teams
- The importance of asking the right questions – the paradigm with which you view your data will determine how useful it is

Zehra Naqvi

Pre FLP Role: GP Registrar

FLP Fellowship: Differential Attainment

PGCert Equivalent: Activate - Anti-racist Leadership



Project Summary/what has the FLP helped you deliver?

- Further development and delivery of Conscious Inclusion workshops regionally including train the trainers and creation of faculty
- Reverse Mentoring Scheme to be rolled out for another year
- Creation and Delivery of 'AI for productivity in Neurodivergence' workshops with plans to roll out more widely
- Consulting on issues affecting IMGs across the region to improve induction experiences
- An analysis of GMC guidelines on EDI in medical education and how this may conversely exacerbate the Awarding Gap.

Achievements

- First prize for oral presentation at the Future Leader Conference
- Member of the National HEE English Dean's EDI committee
- Updates and legacy planning for the IMG handbook to ensure continued relevance
- Population of the EDI pages on the deanery website.
- Working on Project Me
- Lots more still in the pipeline!

Challenges

- I've had quite personal health difficulties and family bereavements this year which has affected the way that I was able to show up for work.

- The deep inner work during courses can be very vulnerable and difficult at times (but so worth it!)
- Organizing your own time and working from home can be tricky at times.

Next steps

- Continued roll out of Conscious Inclusion workshops regionally and Reverse Mentoring
- Through our Eyes - an anti-racism storytelling event
- Return to clinical work with a focus on EDI

Advice for Future Fellows

- Network with the other fellows
- It's ok to say no to opportunities that you don't have the capacity for
- The project is YOU!
- Take advantage of the incredible self-development courses and embrace the vulnerability in a psychologically safe environment to get the most out of it.

Learning Points

- A year is not a long time and understanding what can be achieved in certain timeframes without burning out is really essential
- There is still a great deal to be done to ensure equity, inclusion and fairness in medical training and all aspects of healthcare
- A great deal of inner work and understanding using the tools available on the FLP such as coaching and peer sessions

2025 Conference Summary



It was our great pleasure to host the 2025 FLP Annual Conference in Headingley Stadium in Leeds. We welcomed over 200 delegates to the event with 67 of these being either previous, current or future fellows. The conference was incredibly well received with an overall rating of 4.5/5 by attendees.

The aim of the conference was to provide healthcare leaders with a platform to reflect on the legacy of their work, inspiring them to shape the future of health and social care by thinking beyond their leadership year. The theme “Pay It Forward” invited fellows to explore how they will extend the impact of their projects and initiatives, ensuring that their contributions create lasting value. Delegates shared their forward-looking thoughts and ideas on sustaining and growing their work within their organisations and teams. Through interactive sessions, shared insights, and collaborative workshops, we aimed to empower leaders to foster sustainable practices, amplify their influence, and inspire a ripple effect of positive change across the healthcare landscape.



We hosted 3 fantastic keynote speakers, each with a unique take on the conference theme. Our first speaker was Dr Rachel Morris, the creator of the Shapes Toolkit Resilience Training Programme and host of “You Are Not A Frog” podcast. Dr Morris spoke of the pressure that we put on ourselves to solve things which are out with our zone of control and encouraged us to remember that we are all human inviting us to ditch the “superhero complex” and maybe aim to be super humans instead!



Following this, we heard from Mr Luke Ambler, CEO of Ambler Training Group and Co-Founder of Andys Man Club. Luke shared his grounded approach to facing hardship and how we can make the most even out of a bad situation. His personable nature allowed him to deliver some important messages amongst some hilarious anecdotes. Luke has been working to break the stigma around mental health challenges, encouraged us to ask the right questions of ourselves and think about how we can support one another better with intentional acts of kindness.

Finally, we heard from Miss Becky Case, the Programme Director for the Humber and North Yorkshire Local Maternity and Neonatal System. With her unique background within the oil and gas industry, Becky had experienced an environment which was entirely different to that of the NHS. She shared with us some of her reflections on how this completely different way of working has helped her in her role within healthcare leadership. In particular, she has been a strong advocate for team working, curiosity and embracing diversity – which is a sentiment which was shared amongst attendees!



As well as our keynote speakers, we hosted six engaging breakout sessions all focussing on important aspects of leadership. These included the use of AI, non-technical skills, sustainability, quality improvement and the role of social media in healthcare. One of these breakout sessions also featured some of our fantastic FLP alumni who shared with us how their time on the FLP influenced their careers and the ways in which their projects have continued to grow since the fellowship.

Abstracts were submitted and competitively assessed ahead of the event. A special mention is due to those who were selected to give an oral presentation:



“From Barriers to Bridges: Paying it Forward by Creating Inclusive Pathways in Postgraduate Medical Education” - **Dr Zehra Naqvi**



“Is Technology Our Saviour?” - **Dr Yasmeen Hayat**



“Enhancing Support for International Medical Graduates in East Yorkshire NHS Trusts” - **Dr Adaeze Juanita Oriaku**



“Improving Rehabilitation Flow: Can an Integrated Workforce Model Enhance Patient Contact Time in York’s Community Bed Based Services?” - **Mrs Eileen Watson**



“Reclaiming Birth Rights: Driving Equity and Empowerment for Women with Language Barriers in Maternity Care” - **Dr Mais Ismail**

Additionally, prizes were awarded by a panel of independent judges for the best oral and poster presentations as follows:

Oral Presentations:



Winner - Dr Zehra Naqvi

2. Dr Yasmeen Hayat

3. Dr Adaeze Juanita Oriaku

Poster Presentations:



Winner - Mrs Su Leeming

2. Miss Samantha Sharkey

3. Dr Uchechika Iroegbu

Many thanks to all of those involved in delivering such a fantastic day and particularly to those involved in the 2025 conference committee as outlined below. Together, we are building a community of leaders committed to carrying their vision forward, far beyond the fellowship – and we couldn't be more excited to see where it may lead us!

With Thanks to the 2025 Conference Committee:

CO-CHAIRS



Uchechika Iroegbu



Samantha Sharkey

COMMITTEE



Aman Syed



Eileen Watson



Shrita Lakhani



Mais Ismail



Leah Murphy



Adaeze Juanita Oriaku

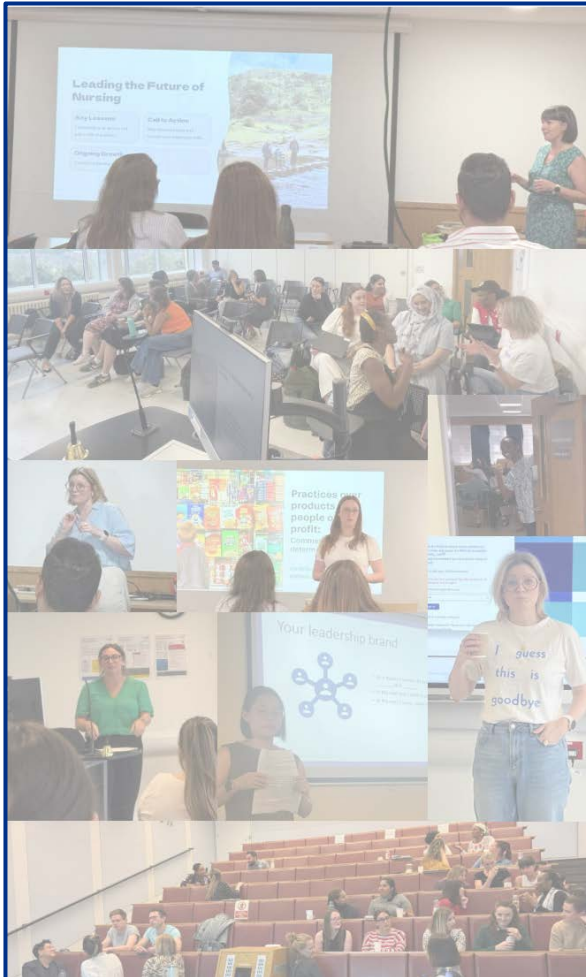


Jennifer Smith



Daniel Sapier

Bimonthly Meetings



We have been incredibly fortunate to have welcomed a huge number of influential and successful leaders to our bimonthly meetings, where they have shared their experiences, challenges and words of wisdom for the future. Overall, we have explored a huge number of leadership topics, but the real value in these sessions has been the open and honest culture which has been created, allowing us to share our thoughts and opinions in a safe space. The rich conversation which this environment has encouraged has been one of the highlights of the year for us as fellows to the FLP and has certainly given us many reflections to take forward in our future careers.

September 2024

Due to the ongoing riots at the time, we were unable to attend a face-to-face induction this year. Therefore, the September Bimonthly meeting was the first opportunity for the cohort to meet face to face in a professional capacity! As such, we spent some time getting to know a little more about each other

before diving into the highly topical agenda which focussed on multiculturalism both from the patient and workforce perspective. We welcomed Mr Nas Hussain who shared his own touching experiences of being a patient who is part of a minority group and how this experience has influenced

his own practice as a staff nurse. Along the same theme, we were also joined by workers from the Health Access for Refugees Programme who helped us to understand the patient journey for refugees in the UK. This insightful talk was particularly useful to those fellows who were aiming to break down barriers and connect with ethnic minority patient groups and improve engagement with healthcare services. Both the previous and current FLP Differential Attainment fellows - Dr Theresa Ugalahi and Dr Zehra Naqvi - were also in attendance to share with us some of the regional initiatives which have been developed recently to tackle this challenging issue and provide a masterclass in “Understanding Unconscious Bias” which was very well received! Finally, we welcomed Prof Mel Pickup, Chief Executive for Bradford who openly shared her own experiences in promoting multiculturalism within the workforce from an organisational standpoint which generated a lot of fantastic conversation.

November 2024

Bursting with enthusiasm following the success of the first bimonthly –

November was jam-packed! Dialling in all the way from Australia, Mr Simon Fleming is a Trauma & Orthopaedic surgeon who was not afraid to speak out during his time as a training registrar and was one of the main founders of the hugely successful “Hammer It Out” campaign which exposed the harmful behaviours observed within Orthopaedics in the UK and challenged us to do better. Since then, he has gone on to share his insights and drive meaningful change across the world. During this session, he spoke about bullying, undermining and harassment and offered some ideas on how we can call out these behaviours and ultimately change the healthcare landscape. We also welcomed Dr Richard Jenkins, Chief Executive for Rotherham and Barnsley and Ms Helen Dobson and Prof Chris Morley who hold the Chief Nurse positions for Rotherham and Sheffield respectively. This panel of local leaders led a session exploring careers within leadership and generated a huge amount of conversation around various career pathways, challenges of leading at the executive board level and some words of advice on how we might navigate some of the emerging issues

which we may expect to face as healthcare leaders ourselves! It was lovely to hear from our own fellows Mrs Su Leeming and Dr Shrita Lakhani who took us through their leadership journey so far and the plans that they had for their fellowship year. Finally, we finished off the day with 2 incredible workshops run by our highly successful alumni colleagues Dr Raykal Sim who led a session on understanding our values and Dr Rammina Yassaie who challenged us all to consider how we can lead with both people and planet in mind.

January 2025

We were incredibly lucky to be able to fill the first bimonthly of 2025 with more fantastic external speakers. This time, we delved into the world of neurodivergence and how this can impact the way in which we ourselves or our colleagues work to their full potential. We were joined by Mrs Nicola Mackenzie-Croft, Senior Practice Learning Facilitator and Dr Liz Stonell, Joint Associate Dean for Trainee Support (GP School) and Neurodiversity Educator Support, who are both engaging and influential individuals

as well as advocates for neurodiversity support in the workplace. We were able to discuss how to facilitate change as a leader to better support individuals with neurodivergence as well as explore practical tips and tricks to manage some of the challenges commonly experienced by such individuals. We then heard from Prof Paul Galdas of the University of York who shared his research and experiences in how to support men's health within the workplace and the unique challenges which are encountered, particularly around engagement with mental health services. Following along the same theme of support, we were honoured to be joined by Dr Anna Robson who shared her own personal experience of resilience following an incredibly difficult period of ill health and how her experience has affected her. This was incredibly thought provoking and will certainly help us to be considerate and compassionate in our approach to colleagues in the future. To tie all these reflections together, we completed an interactive workshop centred around supporting staff in difficulty using real world examples from a range of clinical environments.

April 2025

Having moved beyond the halfway point of the fellowship, we took the time to share some of our own “top tips” for productivity, time management or IT software with one another which we had either picked up so far or perhaps had been using successfully for a long time before the fellowship began! We again welcomed local executive board members from Hull including Mr Simon Nearney, Group Chief People Officer, who explored how we might begin to address the NHS staff retention crisis and Ms Amanda Stanford, Group Chief Nurse, who shared her experience as a woman in leadership. We were also fortunate to hear from another successful member of the FLP alumni Dr Lizzie Sweeting who has continued to work as the Patient Safety Collaborative Work Stream & Just Culture Lead with the Improvement Academy after her fellowship. Lizzie ran a great session on Second Victims having recently published work on this very topic! Finally, we got to know some of our FLP fellows a little better with a range of fantastic and engaging talks. Dr Nkiruka Edward-Alali spoke to us about her experience as an IMG in Yorkshire. Hearing the ups and downs of her story

really helped us to re-evaluate what some of our colleagues go through and how we can best support them. Mr Radwan Ali also spoke to us about his own harrowing leadership journey and introduced us to the vast potential of the digital world including the work he himself has developed so far. To finish, we had the chance to do something a little bit different, and it went down brilliantly! Mrs Be Baxter-Heyes filled us in on the benefits of sketching in facilitating learning and sharing important messages before taking us through a guided workshop where we had the opportunity to put pen to paper ourselves, which was not only useful but pretty good fun too.

May 2025

Kicking off the May bimonthly, current FLP fellows Dr Becci Ireson and Mrs Laura Griffiths filled us in on their fellowship year so far and I think it is safe to say that we were all left thoroughly in awe at what they have managed to achieve! This ranged from personal development to service transformations designed to tackle health inequalities, improve the patient journey and save a huge amount of money for local trusts all the way to the commissioning of a train

station! We then heard from FLP alumni Mr James Tomlinson, Associate Medical Director in Sheffield, who facilitated an engaging and thoughtful discussion around Human Factors in healthcare inspired by his own experiences in delivering a hugely successful international Non-Technical Skills for Surgeons course with the Royal College of Surgeons of Edinburgh. Our afternoon took a more public health slant with an incredible session led by another of our own FLP fellows, Dr Stefanie Gissing. We explored the impact of commercial determinants of health and how the products and practices of commercial entities affect our health, and more importantly, what we can do about it.

July 2025

As the final bimonthly, we took the opportunity to reflect on the multiprofessional nature of the FLP. As a cohort, we unanimously agreed that the facilitation of collaboration across multiple professional groups has been invaluable to our experience and was one of the most useful aspects of the FLP. We explored how we could replicate some of these experiences in our own departments on our return and ensure

that all members of our team feel empowered to speak out and share their ideas and opinions openly irrespective of their background. We then engaged in another panel discussion; this time focussed around educational leadership. We were incredibly fortunate to hear from Dr Dipesh Odedra (Associate Medical Director and Director of Postgraduate Dental & Medical Education in Leeds), Ms Julie Clennell (Regional Director of Nursing & Clinical Quality Director for NHSE), Dr Richard Balmer (Associate Postgraduate Dental Dean) and Dr Susy Stirling (Associate Dean & Coaching Lead). Again, with such an experienced panel from a range of backgrounds, it was fantastic to explore the many routes into a career within educational leadership as well as some open discussion about some of the challenges which come with such roles. We finished off by celebrating some of the panel's successes to end on a positive note full of hope and possibility! Our final afternoon was centred around driving improvements in a system which appears to be resistant to change. We were all in awe at the work of Dr Val Barker, Head of School of Public Health, with her approach of asking for

forgiveness rather than permission in order to drive forward changes which were close to her heart. In doing so, she has spearheaded hugely successful initiatives which will undoubtedly have had a massive impact on a huge number of patients in the region and beyond and left us all inspired to endeavour to do the

same! To finish, another of our current FLP fellows, Dr Olivia Holland had us all smiling as she shared her own experiences of trying to navigate change across several departments. Challenging the concept of failure, Liv helped us to appreciate that there are always lessons to be learned, even when things do not necessarily turn out as we planned.



Fellow Tips For Productivity

Taken from the FLP April 2025 Bimonthly Meeting:

TIP: TIME-BLOCK WITH COLOUR CODES ON OUTLOOK CALENDAR

Why it works:
Assign specific tasks or categories (e.g. Admin, Deep Work, Meetings, Learning) a colour in your Outlook calendar. Block time each day for these and treat them like appointments.

Bonus:
Use categories to quickly visualise where your time is going — and where you might need to make changes. It helps avoid overload and improves focus.

PARK for Productivity

P Plan for focus!
Break plan down into mini-plans!
What's important component to make progress on!

A In an ideal world, what would you like to achieve today?

R What would be realistic for you today? (where is your head off)

K What would be kindness thing you could do to set your future-self up for a win!

Set Aside Time To Plan

Set aside time at the start of the day for **'important' 'non-urgent'** things...

rather than working through **urgent, but not important** things first.

Using the Microsoft Booking page to schedule meetings

Spend the first 2 hours of your day doing some **"non urgent" but "important" work.**

Brain dump onto sticky notes

AI

Listen to your body, if it's telling you it needs a break then give it a break

Productivity is a trap. Becoming more efficient just makes you more rushed, and trying to clear the decks simply makes them fill up again faster. Nobody in the history of humanity has ever achieved "work-life balance," whatever that might be, and you certainly won't get there by copying the "six things successful people do before 7:00 a.m."

Oliver Burkeman (Four thousand weeks)

Scheduling a Meeting

TIME MANAGEMENT - CAN YOU EVER HAVE TOO MANY LISTS?

Fixed

- 9:00am Morning meeting
- 11 am Lecture
- 2:30pm Afternoon meeting
- 3pm F2F meeting
- 5pm Dinner in town

To do

- Chase emails, etc
- DMARC
- PGD meeting
- Spreadsheet

Dictation

AI

Top Tip for Productivity:
Dr Nkiruka Edward-Alali

THE 2-MINUTE RULE: GET THINGS DONE INSTANTLY

- If it takes less than 2 minutes, do it now.
- Avoid procrastination – reply to quick emails, file documents, or send that message immediately.
- Clear small tasks so they don't pile up and create mental clutter.

For example: Instead of letting small tasks build up, I complete them immediately—keeping my workload light and my mind clear.

AI

Analyze research papers at superhuman speed

You have ideas. Gamma brings them to life. Powered by AI.

Cohort Achievements

The fellowship year has been a highly productive, educational and transformational experience for all. We have collated just some of these achievements which have been reported by the 2024-25 cohort and would like to congratulate all of the fellows on their fantastic contributions to healthcare leadership this year. We hope that you have found the confidence and skills to continue this work within your role after the FLP and continue to make the NHS a better place for patients and staff alike.

Over **250 meetings** chaired by an FLP fellow.

32
conferences
attended

169
teaching sessions or
workshops delivered by a
fellow

332
courses
attended

33 poster presentations displayed, with **4** prizes

54 oral presentations delivered, with **4** prizes

22 formal qualifications awarded

11 new job roles acquired as a result of the FLP

Other Achievements:



A Note On Multiprofessional Working

One aspect of the fellowship which has been highlighted as particularly valuable has been the opportunity to work as part of a multiprofessional group. In our November bimonthly meeting, we took the time to speak in small groups and describe some aspects of our professional roles prior to joining the FLP. Specifically;

1. What did a typical day or week look like for you, prior to the FLP?
2. What specific challenges did you face within your role?
3. What did you value most about your role?

This was hugely valuable not just in deepening our understanding and appreciation for the work of our colleagues, but in fostering respect amongst the cohort as a group of professionals and removing any perceived power dynamics amongst different professional groups. The benefits of this exercise translated out with the FLP itself and many fellows stated that it gave them a much better understanding of the roles of the various members of the team upon which they relied to develop their projects. They were able to show much more empathy and compassion as a result, and in doing so they had improved working relationships across various areas of the Trusts or Organisations in which they worked.

Some examples of successful multiprofessional working included the interdisciplinary collaboration of Miss Samantha Sharkey (Trauma and Orthopaedics Registrar) and Dr Aman Syed (Emergency Medicine Registrar) who both shared a passion for Medical Education. Within this shared passion, they were instrumental in bringing together these two departments within a local trust to develop and deliver a simulation course for early years residents across both specialties as well as some other professional groups such as Advanced Clinical Practitioners. The overlap of insight and experiences from two different departments was immensely appreciated by delegates and faculty alike. Furthermore, the collaborative culture exhibited during the course extended to the clinical environment and delegates reported better working relationships and overall improvements in perceived support whilst working out of hours as a result of the relationships built during the course.

"gives each group a different perspective about how we think and operate" - delegate

"makes working with A&E staff easier because you know how they work and you also made friends" - delegate

*"I had never written a business case or run a recruitment cycle, thankfully Eileen and Laura had – so they were able to support me to make my vision a reality! –
Rebecca Ireson*

*"Becci was able to provide unique insight into services from a clinician's perspective and had a fantastic ability to drive a shared vision, and gain traction, particularly from the medical staff" –
Eileen Watson & Laura Griffiths*

From a multiprofessional perspective, the trio of fellows posted in York and Scarborough Trust were a perfect example of the so-called "triad" of the multidisciplinary team (MDT). This group was comprised of a nurse (Mrs Laura Griffiths), a doctor (Dr Rebecca Ireson) and an allied health professional (physiotherapist; Mrs Eileen Watson). They embraced the MDT approach and worked together on each of their respective projects, providing unique insight and expertise from their differing professional backgrounds. They all agreed that this dynamic was instrumental to their success. The diverse nature of the group helped to engage more clinical teams and improve buy-in during the implementation of new pathways and the range of backgrounds and previous experience was mutually beneficial to all. Similar benefits were also noted from the diverse group of fellows within Leeds Teaching Hospitals, with fellows stating that they simply could not have done it without one another and the different perspectives that they each brought.

These benefits are not unique to the FLP. Indeed, MDT working is now firmly established within our healthcare service having proven its effectiveness in a range of settings. This is particularly true in the case of increasingly complex patient needs with the need for a co-ordinated and holistic approach in the midst of fragmented and highly siloed and specialised clinical care. The emerging evidence in world of clinical human factors supports the need for improved collaboration, team working and psychological safety within healthcare, which are all recognised benefits of good quality multiprofessional collaboration. Collaboration and a culture of compassion are key pillars of healthcare leadership, and so it has been fitting that this has been demonstrated so beautifully within the FLP fellowship and we have truly valued the multiprofessional nature of the programme which has helped us all to flourish.

*"we call it multiprofessional working, but it's actually co-production and every voice matters"
– Dr Mais Ismail*

Miss Samantha Sharkey
Fellow to the FLP



Fellows' Awards

Here are some awards for the Fellows, voted for, by the Fellows to recognise outstanding work carried out and skills gained, relevant to leadership, during the fellowship year.

THE VISIONARY VOYAGER AWARD



Rebecca Ireson

The fellow most likely to start their own leadership revolution; or already has?

Runners Up: Zehra Naqvi, Be Baxter-Heyes & Stefanie Gissing

THE EMAIL NINJA AWARD



Uchechika Iroegbu

The one who always replied within five minutes, even at the most unexpected times!

Runners Up: Samantha Sharkey, Laura Griffiths

THE QUIET STORM AWARD



Mais Ismail

For the calmest presence with the loudest impact.

Runners Up: Radwan Ali, Yasmeen Hayat & Stefanie Gissing

THE DIPLOMATIC DYNAMO AWARD



Samantha Sharkey

Always knows how to say 'no' without making enemies.

Runners Up: Be Baxter-Heyes, Uchechika Iroegbu & Stefanie Gissing

THE HOPE DEALER AWARD



Zehra Naqvi

For uplifting others, one peptalk at a time!

Runners Up: Rebecca Ireson, Laura Griffiths & Be Baxter-Heyes

THE TRAILBLAZER-IN-TRAINING



Be Baxter-Heyes

Most likely to be your boss in 10 years (and we are okay with that)

Runners Up: Rebecca Ireson, Laura Griffiths, Rachel Marshall, Shrita Lakhani & Zehra Naqvi

THE MAESTRO OF MEETINGS



Samantha Sharkey

For chairing meetings with grace, humour and an iron (but polite) hand.

Runners Up: Shrita Lakhani & Uche Iroegbu

THE EQUITY ADVOCATE AWARD



Zehra Naqvi

Silence is never neutral; for standing up, speaking out and showing us what leadership really means!

Runners Up: Be Baxter-Heyes, Adaeze Juanita Oriaku, Nkiruka Edward-Alali & Stefanie Gissing

THE RECHARGE ROYALTY AWARD



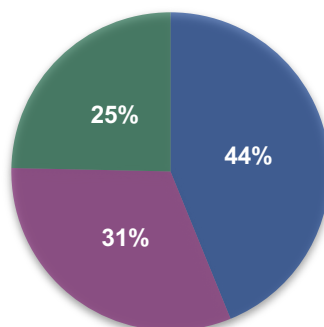
Olivia Holland

For showing us that rest is also a leadership skill.

Runners Up: Yasmeen Hayat, Be Baxter-Heyes, Abigail Kiely

MAXCOURSE AWARD

Awarded to the top 3 Maxcourses for 2024/25 as voted by the FLP fellows.



1. PRESENTATION SKILLS



Dr Tim Williams

2. MYERS BRIGGS STEP 1



Dr Susy Stirling

3. TRANSFORMING MEETINGS



Dr Tim Williams

Spotlight on Artificial Intelligence (AI)

AI in Healthcare

Artificial intelligence, AI, is sometimes touted as the solution to the NHS' ills. Billions of pounds have been spent on AI research and implementation within healthcare settings. Although the technology shows promise in automating administrative tasks and enhancing clinical care, thoughtless implementation can pose risks for patients and the NHS' already limited coffers.

AI was a critical talking point at the FLP conference in 2025. We organised an AI breakout session that included a panel discussion where experts shared their experiences with AI in healthcare settings. I was also invited to deliver an oral presentation and explained the work we have done with NHS England at Bradford Royal Infirmary's Improvement Academy. We have developed a position paper to guide development and implementation of AI

solutions that maximise benefits and minimise harms to our systems and

patients. I believe we are at the cusp of seeing AI's enormous capabilities come to fruition. Let's make sure that it doesn't widen our health inequalities, increase administrative burdens, and entrench our hidden biases through poor implementation.

→ White paper created with University of York, IA and MPS Foundation. Read more [here](#).

Dr Yasmeen Hayat
AI in Healthcare Fellow



AI and Productivity: Tools Shaping the Way We Lead

This year, Future Leaders Fellows have embraced the role of artificial intelligence as a powerful aid to productivity, creativity, and strategic thinking. Whether supporting literature

reviews, shaping presentations, or drafting communications, AI has been a valuable co-pilot in leadership and project work.

Among the most used tools was ChatGPT, which helped fellows brainstorm, write reports, and refine teaching content. While useful for generating ideas and summaries, it sometimes produces inaccurate information and always requires critical oversight.

Perplexity AI offered a blend of search and synthesis, with the added benefit of real-time citation. It's great for quick answers and fact-checking, though not a replacement for deep academic research.

Google NotebookLM allowed fellows to upload and question their own documents, making it ideal for digesting long reports and creating podcasts. However, access is still limited, and it's not suitable for sensitive materials.

Elicit sped up literature reviews by extracting insights from research papers. It's a great starting point though it doesn't replace full systematic searches or expert judgment.

Gamma AI helped fellows turn ideas into clean, professional presentations quickly—especially helpful when time was short. Still, it may require additional editing for highly tailored or data-heavy content.

These tools enabled fellows to focus on higher-level thinking and saved time on routine tasks. But they're not without limitations—and we must stay mindful of both their ethical use and their environmental impact. Training and running large AI models consumes significant energy, contributing to carbon emissions. As future leaders, we must use AI thoughtfully and sustainably.

Ultimately, AI should support—not replace—human expertise, empathy, and creativity. Used well, it can enhance how we lead and communicate in complex, fast-changing systems. The challenge ahead is to ensure that AI adoption remains grounded in values of compassion, equity, and environmental responsibility.

Dr Uchechika Iroegbu
Fellow to the FLP 2024/25



Book Club Summary 2024/25

As part of the Future Leaders Programme, a book club was launched to support peer learning, encourage leadership development and promote the exchange of ideas in an informal and engaging setting.

Aims of the Book Club

- Deepen understanding of leadership concepts through peer-led sessions
- Strengthen connections across the cohort through shared reading and discussion
- Encourage reflective thinking and personal development.

Planning and Format

Initial planning sessions were held with fellows who had expressed interest in leading the book club. Flexibility and inclusivity emerged as key principles. As a result, the following format was agreed:

- Each member would facilitate a session, choosing the book and format (in-person or online)

- Meetings would take place monthly, initially starting on first Wednesday afternoon of each month.

To ensure the wider FLP cohort's interests were considered, a poll was conducted. Feedback showed a strong preference for non-fiction books with a focus on leadership, while still welcoming the occasional fiction title to provide variety and fresh perspectives.

Books and Themes

A diverse selection of books were selected:

- Songbirds by Christy Lefteri
- Dare to Lead by Brené Brown
- Compassionate Leadership: Sustaining Wisdom, Humanity and Presence in Health and Social Care by Michael West
- The Culture Map by Erin Meyer

Advice From the Organisers:

- 'To encourage engagement, I found it effective to ask the wider FLP group for book suggestions and then run a

poll to select the book for my session. I feel this helped boost attendance and contributed to the request for repeat sessions from those who couldn't attend initially.'

- Flexibility is key! Both with your Book Club format and content, and your role as organisers. For my Book Club, I had a mix of open questions with facilitated discussion, and particular bits of content to explore more deeply depending on what attendees were most interested in. This worked well and received positive feedback. Also, we stepped back a little as organisers in the second half of the year as our project work and study became more intense, and commitment to attend them dropped in our cohort at our time. And that's ok! We all needed to focus on our own priorities.
- "I hosted a book club session at home with a few attendees. I'd set up a cosy space with snacks and prepared some discussion questions

around Songbirds, a narrative novel that explores themes of loss and migration. While the setup encouraged openness and comfort, the conversation naturally shifted away from the book — possibly because it didn't resonate directly with leadership or professional experiences. For future cohorts, I'd suggest choosing titles with clearer links to leadership or identity, and sharing discussion prompts ahead of time. The informal atmosphere was valuable in building connection but balancing that with a bit more structure (and maybe co-hosting) could help keep the session purposeful while still relaxed."

Conclusion

The book club has proven to be a valuable, engaging, and participant-led initiative within the Future Leaders Programme. It successfully supported personal development, encouraged active participation, and helped build a learning community through shared reading and discussion.



Stefanie Gissing



Shritha Lakhani



Mais Ismail



Daniel Sapier

Building An Alumni Network

Alumni Newsletter: A Year of Connection and Reflection

This year marked a new chapter in how we engage with the FLP alumni community—we were honoured to take up the role of Alumni Newsletter editors from March 2025.





As the first fellows to the FLP to hold this position, we aimed to bring together stories, reflections, and resources that celebrate the values at the heart of the programme: compassionate leadership, shared learning, and meaningful connection. Over the past several months, we've curated monthly newsletters that highlighted timely themes and seasonal reflections—from celebrating inclusion and wellbeing, to exploring leadership in action and sharing practical tools to support personal and professional development. Each edition has aimed to strike a balance between inspiration and utility, with spotlights on community, lived experience, and growth.


We're delighted that this new initiative has helped strengthen alumni engagement, and we've thoroughly enjoyed the opportunity to shape its tone and direction as well as engaging with the alumni network. As we now hand over to the incoming fellows, we're excited to see how they continue to evolve the newsletter and alumni communications going forward.

What's Next: Growing the FLP Alumni Network

The newsletter and alumni engagement offer great potential, and exciting developments are already underway:

 **We're moving from Microsoft Sway to Campaign Monitor**, which will allow for sleeker, more accessible design and a better user experience. Alumni will have the option to opt out of receiving the newsletter.

 **Links to read each edition are posted directly to the alumni WhatsApp group**, making it easier to stay connected with updates, opportunities, and reflections from across the FLP community.

 **The FLP Alumni WhatsApp group continues to grow**, offering a space for informal connection and peer support. Please see options to join [here](#).

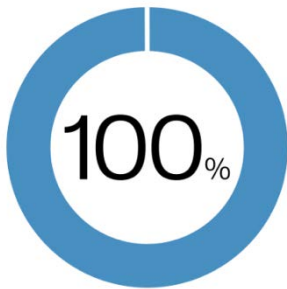
It's been a real privilege to pilot this new role, and we're grateful to the FLP team and alumni community for their support and encouragement. We leave it in very capable hands—and look forward to reading future editions from the other side of the inbox.



Uchechika Iroegbu **Samantha Sharkey**
Fellows to the FLP 2024/25



Final Fellow Feedback & Reflections



of fellows said that they would recommend the programme!

Why Did You Apply to the FLP?

- Leadership skills
- Career progression
- Clinical reasons
- Opportunities
- Specific posts
- Change
- Learn about the structure of leadership
- Personal development
- Project work
- Leadership experience
- Preparation for becoming a consultant

How Do You Feel That You Have Developed?

- this was considered in terms of self, project and leadership over the FLP year.



[illegible]

The diagram consists of 10 boxes containing text. The boxes are arranged in a grid-like structure. The first 9 boxes are arranged in three rows of three, with the last box in the third row being wider than the others. The 10th box is a single wide box at the bottom, spanning the width of the three boxes above it. Each box has a colored border: blue, green, or purple.

- “Make the opportunity to catch up face to face frequently”
- “In the first few weeks pick any leadership book and dive straight in”
- “If your typical response has been a certain way, maybe try to use the year to try something different and decide if the results work better for you. Use that reflection to then work on the skills that may have been lacking, pushing you towards your default.”
- “Take time to think about what skills you want to develop, and experiences you want to have”
- “Use the early stages to help you think through the many opportunities, courses etc that come your way, to avoid saying 'yes' to everything and overloading yourself”
- “Embrace what's coming, keep an open mind and use the time to explore the avenues that interest you”
- “Use that time again as a reflective period. See what situations you get in, problems you encounter, or feelings you have and understand why they're there.”
- “Ask your mentor for a list of people to make contact with over the first month”
- “Don't accept every meeting you ever get sent- don't be afraid to ask what you will gain!”
- “Lock into the fact that the project is YOU”
- “You will live with uncertainty and the weight of your own expectations in that first month and feeling like an imposter or a skiver is normal. Embrace it and use the time to sit with that discomfort. The whole FLP is designed to push you out of your comfort zone and get radically honest with yourself.”

Epilogue

Congratulations FLP Cohort of 2024 – 2025!

In August 2024 you embarked upon this fellowship year as a group of talented individuals from diverse clinical backgrounds. As the year draws to a close, it is both a delight and a privilege to witness the wonderfully engaged community of emerging leaders you have become, each of you shaped by both your individual FLP experiences and your collaborative ones. I want to commend you all on your hard work this year.

The projects documented here demonstrate the rich and diverse talent within this cohort and the potential for positive impact on our healthcare system. The personal development journeys within these pages reveal professionals who have expanded their capabilities and developed greater self-awareness – qualities so important for effective leadership in healthcare.

The connections formed during this year will continue beyond today. The networks of collaboration and support that have developed among this cohort represent a

valuable resource for future challenges and opportunities. As each of you returns to your clinical roles, you carry with you new skills and knowledge, as well as a community of peers who understand the demands of healthcare leadership.

Healthcare needs leaders who combine clinical excellence with strategic thinking, compassionate care with organisational insight, self-compassion with focused delivery, and individual achievement with collaborative spirit. I have seen all of this in abundance within this cohort, and I look forward to seeing the positive changes you will bring to your future work environments. As you embark on the next chapter of your careers, may you quiet your imposter voice and carry forward the confidence you have gained, may you be nourished by the relationships you have built, and inspired by the insights you have discovered during this year. Stay in touch!

With sincere congratulations and best wishes for continued success.

Dr Susy Stirling
Associate Dean
NHSE Y&H LFSD



Future Leaders Programme Summary 2024-25

