

# NHSE Future Leaders Programme Annual Report 2022/23



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## Foreword – Fellows to the FLP

This report showcases the excellent work of fellows who formed the 2022- 23 cohort, as well as some of the wider achievements across the programme. This year we have benefitted from the relaxation of the restrictions placed upon the country through the COVID-19 pandemic, with many sessions being delivered in a face-to-face environment. This enabled all fellows to build excellent working relationships with each other, creating a real sense of cohesion and psychological safety amongst the group, allowing for vulnerability and dynamic learning opportunities, as well as a lot of fun!

The Future Leaders Programme is the largest NHSE programme of leadership development for healthcare professionals within the Yorkshire and Humber region. Fellows come from a variety of backgrounds who have a keen interest in personal and professional development. They are supported to work on leadership projects within host organisations and NHSE, gaining both personal and professional development learning experiences. Alongside their projects, fellows are supported in gaining recognised academic leadership qualifications, have access to

coaching sessions, a variety of leadership courses and encouraged to reflect on learning and experiences within an adult learning environment.

In addition to their project work, fellows have concentrated on poignant matters affecting the population, healthcare and the current workforce, including equality, diversity and inclusivity, sustainability and health inequalities, through a series of bimonthly meetings, journal clubs and organised events with reflection sessions.

Compassion and kindness have been key themes during the year. Many healthcare workers are feeling the strain and burn-out from the COVID-19 pandemic, increased pressures on all services which is being exacerbated by the current cost-of-living crisis, and the fellows were no different. There was a real focus on developing not only compassionate leadership skills, but identifying our own needs and ensuring self-compassion for our return to clinical practice. Learning and development opportunities have been in line with The Healthcare Leadership Model – Leadership Academy and has enabled learning and development opportunities to focus on these skills, to encourage the development of compassionate leaders for our future workforce.

**Waqas Din and Emma Duffy**

Fellows to the Future Leaders Programme  
Annual Report 2023/24

# FLP Charter

## Our fundamental principles are to listen to understand with curiosity for learning

Fellows are adult learners and take responsibility for identifying and meeting their own learning and development needs.

Fellows should seek out learning opportunities which allow 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 ourself 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 expect the behaviour of all fellows to represent the values of the programme and organisation.**

## HEE Values





# FLP song by Fadhilu Adejare

I yearn for a path yet unseen, a fire to ignite my soul's gleam,  
To break the chains, and depart from the norm.  
A star is born, with greatness to come

With every beat, my heart declares,  
Inspiring minds with actions that dare,  
I'll bring forth change, shatter the mold,  
Strive and thrive, embrace the bold

No more excuses, no holding back, I'll stand tall, face the storm's attack,  
With strength and might, I'll strive and succeed, destiny await, I'll take the lead

I'll scale the zenith, touch Everest's peak,  
Victory's emotion, within my reach,

A vision roars within, bold and fearless,  
I won't surrender, I'll embrace the quest (and take a lead)  
With every beat, my heart declares,  
Inspiring minds with actions that dare,  
I'll bring forth change, shatter the mold,  
Strive and thrive, embrace the bold

No more excuses, no holding back,  
I'll stand tall, face the storm's attack,  
With strength and might, I'll strive and succeed,  
destiny await, I'll take a lead

In the breeze of uncertainties, I dive and sway,  
Embracing the winds of emotion's play,  
Though unsure where I'll end up, I'll keep believing, keep faith,  
For in my heart, the fire won't fade.

With every beat, my heart declares,  
Inspiring minds with actions that dare,  
I'll bring forth change, shatter the mold,  
Strive and thrive, embrace the bold

No more excuses, no holding back,  
I'll stand tall, face the storm's attack,  
With strength and might, I'll strive and succeed,  
destiny await, I'll take a lead

I'll rise above, let my greatness begin

**Fadhilu Adejare, FLP Fellow**



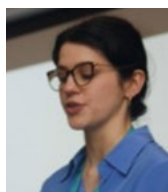
# Fellows to the FLP

## At a glance

Click on a picture to take you to their page.



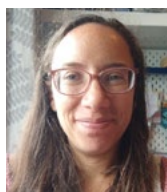
Abhirami  
Inglis



Alice  
Pullinger



Alice  
Wheeler



Amanda  
Stone



Amarjot  
Gill



Antonia  
Myatt



Chui-Yan  
Yip



Ciaran  
O'Neill



Claire  
Gilbert



Donnar  
Ejiofor



Emily  
Langford



Emma  
Duffy



Emma  
Howe



Esme  
Ward



Eve  
Holroyd



Fran  
Ridley



Georgina  
Smalley



Grace  
Waxman



Gurnam  
Aulakh



Harvir  
Braich



Has  
Haider



Helen  
Watson



James  
Morris



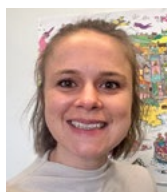
Jenny  
Girdler



John  
Oliver



Kate  
Guthrie



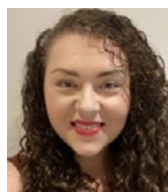
Kitty  
Summers



Laura  
Jones



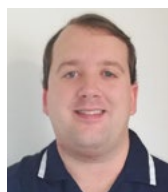
Laura  
Singleton



Lucy  
Brooks



Luke  
Hunt



Luke  
White



Nicole  
Sloan



Rajin  
Chowdhury



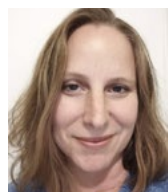
Ralph  
Schwiebert



Raykal  
Sim



Rehan  
Akthar



Rhiannon  
Richards



Ric  
Burne



Sally  
Martin



Sarah  
Ellis



Tim  
Denman



Waqas  
Din



Will  
Sapwell



# Abhirami Inglis

## Specialty Doctor in Old Age Psychiatry

### Inducting the SAS Workforce in Yorkshire

PG Cert in Medical Education, University of Dundee

#### Summary/what has the FLP helped you deliver?

- Designed and provided a SAS specific Induction Day covering vital topics such as appraisal, job planning and non-clinical opportunities, whilst offering opportunities for networking.
- Integration with the SAS community on a regional and national level to promote my project and share ideas with key stakeholders.
- Encouraging discussion about burnout in the SAS group and normalising stress.
- Enabled me to deliver this with confidence to a vital and important part of the workforce.

#### Achievements

- Presented the Induction Day to SAS tutors in the region which received great feedback and funding for bi-annual regional Induction Days.
- Following this I was invited to speak at a number of conferences including the Trust Senior Leadership Day and the SAS Tutor Away Days about my journey and the Induction Day.
- I gained experience with funding application and approval which will be useful for the future expansion my project.
- Helped with the rest of the Conference Committee to put together the Annual FLP Conference and presented a poster there.
- Nearly completed a PGCertificate in medical Education.
- Attended a variety of courses that helped me understand leadership and more importantly how to utilise my strengths and weaknesses to be the best I can be.
- Engaged with like-minded people over a variety of topics encouraging healthy discussion.
- Lastly and most importantly, made a whole new network of friends!

#### Challenges

- Working less than full-time meant needing to organise my time WELL in advance to ensure I got the most of this year.
- Found the first few months hard going due to changes in routine and structure, but found my rhythm and am now sad about it finishing!
- Huge variety of personalities which can be overwhelming - especially when discussing vulnerable topics. However, I came to realise everyone is lovely - seriously everyone - and I found my place within the groups as the year went on.
- Due to the nature of the year and the courses offered there is a lot of time for reflection - which leads to greater insights but can also be difficult.

#### Future Plans

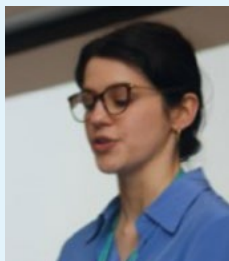
- Lead for the regional Bi-annual SAS Induction Days in Yorkshire - funded by HEE.
- Continuing my PGDip in Medical Education - made a case for it to be funded by a study fund and it had been approved!
- Apply for roles within the Medical School to increase my teaching experience.
- Change my working pattern to allow for the above to be feasible.

#### Advice for Future Fellows

- HAVE FUN! You have worked hard your entire career and this is a chance to finally allow yourself the time to learn about you and make time for the things you want to learn.
- Make new friends.
- Also have fun!

#### Learning Points

- We always have room to grow - adding 'yet' has now become part of my daily practise.
- Kindness and compassion are key to encouraging growth and understanding in ourselves and others.
- Shelve the guilt about not doing clinical work for a year - and use that energy to learn and improve yourself.
- If you don't know - ask, read, listen.



# Alice Pullinger

## Palliative Medicine ST5

### Differential Attainment

PG Cert Medical Education, University of Nottingham

### Summary/what has the FLP helped you deliver?

- Differential attainment projects with HEE.
- PG Cert in Medical Education.
- Collaborative work with other fellows and valued friendships.
- Self-development and improved confidence.

### Achievements

- Delivery and development of the Deanery reverse mentoring programme. Presenting this work at FLP and Time Out conferences, and an Association of Medical Educators workshop.
- Development and delivery of 'Conscious Decision Making' workshops.
- Development of Welcoming form to facilitate supportive supervision meetings for IMG doctors.
- Planning the FLP conference as a committee member.
- Facilitation of a panel discussion, workshop and development of introductory video at the annual Levelling the Field conference.
- Member of the national HEE Deans' EDI committee.
- Organisation and facilitation of Association of Palliative Medicine postgraduate medical education study day.

### Challenges

- Imposter syndrome! But I also got better at managing it.
- Learning about EDI, my own privileges and biases, and putting learning into running EDI workshops.
- Engaging stakeholders and progressing projects at a time of big organisational change.

### Future Plans

- Returning to clinical training
- Continuing interests in EDI, health and workforce inequalities through service development work.

### Advice for Future Fellows

- Connect with other fellows doing similar work early on – I have gained so much through collaborating with others this year.
- Take advantage of accessing coaching.
- Don't be afraid to reach out to people doing work that is interesting to you, no matter how senior/important they are, it can lead to great conversations.
- You are the project!

### Learning Points

- I learnt that I'm capable of more than I thought I was!
- Supportive networks are key. Important people are willing to support you. There is so much interesting work going on!
- Leadership is about being authentic to yourself rather than being a certain way.
- Leaders exist at every level.





# Alice Wheeler

## ST5 Elderly Medicine

Digitisation and Clinical Engagement AGH

PG Cert Medical Education, Swansea University

### Summary/what has the FLP helped you deliver?

- Implemented digital handover in Medicine.
- Established an MDT team focussed on improving OOH working and patient safety.
- Worked with EPR programme to foster good relations with clinicians to increase engagement with the future EPR.

### Achievements

- Collaboration with colleagues on our improvement projects.
- Seeing a project all the way through to implementation and beyond.
- PG Cert work- was worried I couldn't string a sentence together after 10 years out of university.
- Digitising myself! At the start of the year I didn't know how to look in someone's Outlook calendar and attended my first teams meeting with a camera or microphone. Now I have made an e-learning resource as part of the PG Cert (with an embedded video no less!). I am still a bit scared of Teams meetings though.

### Learning Points

- I've learned loads about creating a nurturing and supportive workplace from being welcomed into a friendly office this year and I'm excited to take these back with me to a clinical workplace.

### Challenges

- Switching roles in a workplace that knows me as a clinician.
- Challenging long learned hierarchies and 'growing up'.
- Influencing change in a large organisation.

### Future Plans

- Return to training (DigitAL ClinicAL).
- Considering applying for a Masters.
- Try to keep finding time for all the extra things I've been able to do this year (volunteering, parkrun) that make me happy.

### Advice for Future Fellows

- I was warned about the change of pace at the start- but I still found it very different! Try to enjoy.
- It is OK if you feel completely rubbish- this is new. You are learning and deserve the space to develop.
- It may seem like everyone's projects are fully formed and taking off- don't worry everyone is probably facing similar challenges.
- Its ok if you miss clinical work- doesn't mean you aren't suited to FLP, its ok if you don't miss clinical work- doesn't mean you aren't suited to it- balance is good!
- Time management skills do not magically come with simply having more time.



# Amanda Stone

## O&G Registrar

Just Culture

PG Cert Clinical education and simulation, University of Keele

### Summary/what has the FLP helped you deliver?

- FLP has helped me to explore further the role of culture and fairness in medicine. It has allowed me work in a team which aims to ensure everyone is treated fairly, both patients and staff, and has opened my thinking towards equality and equity in relation to staff retention and wellbeing.

### Achievements

- Lead of the Just Culture network and steering group.
- Producing content for the second victim website and finding endorsement.
- Being involved in the implementation of PSIRF in maternity.
- Delivering a workshop to inspire new leaders to undergraduates.
- Delivering webinars on various topics relating to maternity such as healthcare inequalities.
- Involvement in a local normothermia QI project.
- Participation in MatNeoSIP roadshows to help disseminate information regarding QI and what the network does in the region.

### Challenges

- Working from home- it is both good and bad.
- Motivation- I took me a while to figure out what working practices worked best for me and my personality.
- Flexibility- whilst this was very welcomed as someone who has been used to being told what to do and when to do it for over 10 years during training this took some getting used to! I suddenly had to structure my day the way I felt it needed to be.

### Future Plans

- I am looking forward to returning to clinical practice and finishing training as I don't have very long left. I hope to bring all my new skills back to the workplace to be a better doctor and a better member of the team.

### Advice for Future Fellows

- Enjoy every minute of it and take time to work on personal development as those skills are what will stay with you in the long term. This is an opportunity not to be missed!

### Learning Points

- Things take time.
- Systems are a lot more complex than they may first appear.
- It's a marathon not a sprint.
- Don't struggle in silence - ask for help!
- Coaching is amazing.
- You need to understand yourself first.



# Amarjot Gill

## Podiatrist

### Growing a Diverse Public Health Workforce, a whole school approach

PG Cert Health and Social Care Leadership, Sheffield Hallam University

## Summary/what has the FLP helped you deliver?

- Approaching a Pilot Reciprocal Mentoring Program through an EDI Lens: Planning, Delivery, and Evaluation for Future Expansion.
- Organising and delivering a CPD day focused on Equality, Diversity, and Inclusion (EDI).
- Co-producing and supporting the delivery of a Population Health Fellowship session.
- Completion of a Postgraduate Certificate (PG Cert) in health and social care leadership.
- Successful completion of a 3-day mentorship program to support the West Yorkshire Mentoring Organisation.

## Achievements

- FLP has enabled me to accomplish these initiatives, contributing to professional development and fostering positive change.

## Learning Points

- Through self-reflection, FLP courses, mentoring, my project and the HEE Coaching Programme, I've prioritised my leadership growth. I've embraced my strengths, confronted self-limiting beliefs, and my imposter and unlocked new potential. This transformative journey has emphasised the importance of personal and team wellbeing, propelling my career aspirations forward.

## Challenges

- My biggest challenges have revolved around time constraints, such as scheduling meetings that accommodate everyone's availability and meeting deadlines. Additionally, navigating timely opportunities that are outside of my direct control has been a challenge. I have also faced the inevitable reality of making mistakes, but I have embraced accountability and strived to improve as I gain new knowledge and insights.

## Future Plans

- I have taken a proactive step by applying for the System and Leadership Development Programme fellowship, further advancing my professional trajectory, whilst seeking leadership roles and opportunities.

## Advice for Future Fellows

- Embrace the journey: Immerse, reflect, and savour learning.
- Find balance: Prioritize self-care, enjoy fulfilment.
- Seek support: Connect with mentors, peers for guidance.
- Set realistic expectations: Focus, learn, celebrate progress.
- Foster connections: Network for valuable insights.
- Reflect and adapt: Embrace feedback, foster growth.
- Enjoy the process: Embrace learning, celebrate achievements.



# Antonia Myatt

## Ortho Reg

School of Surgery- Improvement of CST Programme in Y&H

PG Cert Medical Education, University of Sunderland

### Summary/what has the FLP helped you deliver?

- Creation of CST Website.
- MRCS part B course.
- Exam Prep Booklet.
- ST3, 5&6, 8 bootcamps.
- FLP Conference Committee.
- CST Trainees Day.

### Achievements

- Admission to FST as a member.
- Website & communication improvement.
- Multiple abstracts submitted to conferences both locally & nationally.

### Learning Points

- Knowing my why.
- Importance of understanding the problem before diving in with a solution.
- Believe in yourself and the power you hold.

### Challenges

- Working from home.
- Large cohort to make an impact.
- Working on improving own self confidence and removing my imposter.
- Courses cancelled due to strikes.

### Future Plans

- Take all I have learnt back with me into training.
- Build upon bootcamps already started.
- Continue to work with School of Surgery to improve trainees experiences.

### Advice for Future Fellows

- Learn from other fellows - they will have experiences and advice to help!
- Enjoy yourself.
- Know your why.





# Chui-Yan Yip

## Safer use of opioids

PG Cert Health and Social Care Leadership, Sheffield Hallam University

### Summary/what has the FLP helped you deliver?

- Developed training session around opioids with Forward Leeds aimed at the third sector.
- Identify learning needs around opioids for FCPs through survey.
- In process of developing a learning resource for FCPs.
- Substance misuse student pharmacist placement workbook with universities.
- Treasurer for FLP conference
- Facilitated Yorkshire and Humber trainee pharmacist presentation day.
- EDI learners group at school of pharmacy and medicines optimisation HEE.

### Achievements

- Poster and oral presentation at annual FLP conference.
- Oral presentation and poster at time out redefined conference.

### Learning Points

- There are loads of opportunities, but if it gets a little overwhelming you can say no to things if you don't have much to gain from.

### Challenges

- The initial shock of having the time to be able to reflect, learn about topics like leadership, compassion and EDI. It felt strange initially having the time to think, but I soon was able to take this opportunity and build on things I never had the chance to do.

### Future Plans

- I have developed a keen interest in population health and will be starting a two day/week population health fellowship in September to further this interest.

### Advice for Future Fellows

- Enjoy it before it's over in a blink of an eye.



# Ciaran O'Neill

## Emergency Medicine Registrar

Leadership Fellow – Improvement Academy

PG Cert Patient Safety and Quality Improvement, University of Dundee

### Summary/what has the FLP helped you deliver?

- Developed a project on implementing community based cardiovascular disease health checks.
- Worked collaboratively with Voluntary and community sector groups, local authority and healthcare teams.
- Worked in a team of patient safety and improvement experts delivering regional patient safety programmes.
- Chaired regional sepsis network meetings.
- Coaching was useful and insightful, and helped me understand my emotional responses to work (both good and bad).
- Re-defining what 'success' looks like for me and reaffirming why many measures of success don't matter.

### Achievements

- Poster presentation at the Annual Future Leaders Programme conference.
- Panel discussion member on the Future Leaders Programme Conference.
- Presentation at the Implementation Science Research Conference.
- Successful funding bid for the Community Health checks work.
- Firmly established myself as a distinctly average rock climber and enjoyed the process!
- Learnt a lot about what motivates me, what doesn't and therefore where to focus my time and energy.

### Challenges

- Navigating system-level barriers to implement a project.
- Learning to say 'no'.
- Squashing the imposter voice holding me back (an ever-ongoing challenge).

### Future Plans

- Complete my training in Emergency Medicine with improved appreciation of my clinical work.
- Continue my project work at the Improvement Academy for one day a week.
- Use leadership skills from this year to influence positive change in myself and others.
- Make work-life balance a priority in developing a better, more sustainable career.

### Advice for Future Fellows

- Get stuck into your project with passion! But protect time to work on your own self-development as a person.
- Take advantage of coaching. Even if it doesn't feel like your bag – try it out.

### Learning Points

- Follow the enthusiasm! Avoid spending energy on those without shared enthusiasm for your work, it's frustrating and wastes time!
- Work and life are not in competition. If you get the balance right both can improve.



# Claire Gilbert

## Public Health Registrar

Better Start Bradford

PG Cert Health and Care Leadership, University of Bradford

### Summary/what has the FLP helped you deliver?

- I led an analysis to explore what factors can influence uptake of the Better Start Bradford HENRY programme.
- I led a mapping exercise of services related to health and nutrition during pregnancy and childhood.
- Due to my learning in the PG Cert on staff retention I was invited to lead an analysis of exit interviews to help inform staff retention policies.

### Achievements

- Spending time on my personal development and 'me as the project'.
- My work on HENRY was presented at a national learning event across all 'A Better Start' sites.
- This work also informed local commissioning as part of the Start for Life programme and how services are offered to families across the wider Bradford District.
- The mapping work is being shared across a West Yorkshire footprint to inform the West Yorkshire strategy on obesity, as well as regionally.
- Distinction in the PG Certificate.
- Mentor for Health Equity Fellows in West Yorkshire.
- Some of my 'firsts' this year:
  - First email to a hospital Chief Executive.
  - First question to the Chief Medical Officer at a professional conference.
  - Attending my first All Party Parliamentary Group.
  - Presenting to the NHS Confederation, the NHS England Health Inequalities Emerging Leaders Network, and a poster at a BMA conference.

### Challenges

- Banging the drum for the importance of the first 1001 days in a child's life and making sure issues that affect the youngest people in our society are raised and shared.
- I had a number of personal challenges this year due to ill health in the family and caring for young children.

### Future Plans

- Returning to Public Health training in August 2023.
- Next placement will be a national role at the Department of Health and Social Care looking at the interface between work and health.

### Advice for Future Fellows

- Plan your time carefully, to ensure you have enough project and development time.
- Set your out of office when you're doing your development time/not around for project work.
- Use whatever 'spheres of influence' you have and ask to share your work widely with whoever will stay still long enough to listen.
- Recognise and acknowledge your limiting assumptions.
- Spend some time working out your values, and how you can lean into them more.
- Don't let being less than full time put you off doing the FLP programme.



# Donnar Ejiofor

## GP Registrar

### Differential Attainment Fellow

PG Cert Health Professionals' Education, University of Warwick

## Summary/what has the FLP helped you deliver?

- Implementation of a 2-week shadowing period for new to the NHS IMGs starting GP training within the Y&H to support their transition.
- Delivery of a regional IMG Virtual Networking Pilot aimed at connecting IMGs within the region, fostering peer support and professional development opportunities.
- Leadership role in updating and adapting and planning the legacy of the regional IMG Handbook to ensure its continued relevance for IMGs.
- Delivery of workshops at regional and national events. Topics covered include EDI, medical education, leadership development, and health inequalities.
- Collaboration with teams to organise and deliver conferences. These include Levelling the Field A-Line Conference, Health Inequalities Day, and the IMG conference.
- Facilitation of a regional peer mentoring program and training potential mentors.
- Facilitation of a regional reverse mentoring programme.

## Achievements

- EDI (Equality, Diversity, and Inclusion) co-lead of the Trainee Executive Forum, Y&H.
- Visiting Lecturer at the Medical School in University of Leeds.
- PgCert (Postgraduate Certificate) Health Professionals' Education, University of Warwick.
- Poster presentations at Future Leaders Conference, Time out redefined Conference.
- Member of interviewing panels for various regional roles including a number of FLP posts and Trainee Executive forum posts.
- Peer mentor within the GP School Y&H.
- Member, RCGP North Faculty IMG group.

## Challenges

- Shutting down my imposter voice and learning to be my authentic self EVERY TIME! Also saying 'no' when I cannot take any more workload.

## Future Plans

- Become a Differential Attainment TPD and continue to work to ensure training pathway is equitable for all Doctors regardless of race and disability. Also explore providing more support to Doctors in training through coaching, supervision and education.

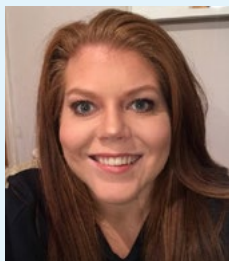
## Advice for Future Fellows

- It is important to invest time in building relationships with the other FLPs, their friendship and support have been invaluable and they will possess a diverse range of talents and perspectives that can be beneficial for project work.
- I highly recommend signing up for as many FLP courses on max course as possible, as they offer a wealth of invaluable information.
- Initially, it may seem like there isn't much to do, but over time, your schedule will fill up quickly. Avoid overwhelming yourself by taking on too much and learn to say no when necessary. Prioritizing your well-being and demonstrating self-awareness are important leadership skills!

## Learning Points

- I have learnt about my leadership style and my strengths while identifying areas of development.
- I have developed an increased self awareness, optimism and a heightened sense for the need for Kindness and Compassion in today's world (esp the NHS).
- I better appreciate the value of well being, personal development and team building activities.
- The quality of courses and teaching have been so high level that it has made me reflect on the teaching I provide in my career.





# Emily Langford

## Anaesthetic Registrar

Clinical Leadership Fellow, LTHT. Design and Implement Team Training Package

PG Cert Clinical Education, Queen's University Belfast

### Summary/what has the FLP helped you deliver?

- Designed and delivered an inclusive, interprofessional team building workshop that focuses on nurturing compassion, kindness and civility amongst all colleagues, whilst also breaking down hierarchies, empowering staff and fostering an ethos of team unity.

### Achievements

- Article accepted for publication in Postgraduate Medical Journal – The importance of embedding an inclusive culture within healthcare teamwork education; an evaluation of implementation methods.
- Oral and poster presentations given at Future Leaders Conference.
- Taught all final year medical students at the University of Leeds about team dynamic, compassionate leadership and collaborative culture in their 'Preparation for Practice' Course.
- PG Cert Education.
- Coaching and Mentoring qualifications.
- Part of the team that led the recruitment for next years Clinical Leadership Fellows at Leeds Teaching Hospitals NHS Trust.
- Organised successful Junior Dr and Dentists Appreciation Week and Awards at Leeds Teaching Hospitals NHS Trust.
- Secured an extension to my FLP year 1 day per week for another year.
- Committee member Future Leaders Programme Conference.

### Challenges

- Managing my own Imposter Syndrome.
- Building confidence in myself.
- Opening up, being vulnerable and reflecting on myself.
- Working out how to be able to continue progressing my project and my ambitions whilst returning to clinical training.

### Future Plans

- Expansion of team culture workshops across the Leeds Teaching Hospitals Trust.
- Expand the workshops delivered to Leeds University Final year medical students across the universities within Yorkshire and aim to make these sessions interprofessional.
- I aspire to not only be a Consultant Anaesthetist, but also champion the power of kindness and compassion alongside a leadership position within workforce development or clinical education.

### Advice for Future Fellows

- Take time to reflect and learn about what matters to you.
- Put yourself out there, don't be afraid to ask others for a chat/meeting.
- Enjoy yourselves, it has been the best year of my career so far.

### Learning Points

- The importance of positive culture, kindness and compassion within the workplace, and the impacts it has on patient care and staff wellbeing.
- Understanding the trust management system, including 'who's who?' and what their roles mean.
- What matters to me, what my core values are, what I want to do and where I want to be in the future.



# Emma Duffy

## Cardiology CNS

Fellow to the Future Leaders Programme

PG Certification Healthcare Leadership University of Hull

### Summary/what has the FLP helped you deliver?

- Co-lead on the delivery of the Future Leaders Programme, supporting fellows from the 2022-23 cohort.
- Fostered a culture of equality, diversity,

### Achievements

- Co-lead on the production and delivery of bimonthly teachings for the FLP fellows.
- Co-chaired the conference committee to deliver a highly motivating, diverse national Future Leaders Conference.
- Co-presented Future Leaders Conference.
- Poster presentation at FLP conference – ‘Fostering an EDI Culture in the FLP – The What, Why and How’.
- Teaching presentation to core surgical trainees on compassion and self-compassion.
- Teaching on human factors as part of nursing and AHP preceptorship.
- Co-chaired FLP steering group to ensure the continual development and improvement of the programme.
- Co-lead on the development and delivery of sessions to prospective FLP educational supervisors on bidding for funding and expectations of good FLP educational supervisors.
- Part of team reviewing and accepting applications for next years’ FLP cohort and interview process for future fellows.
- Getting out of my comfort zone, reaching out and arranging meetings to discuss, with a variety of CEOs, board chairs and other leaders in the importance of compassion and kindness in the workforce.
- Completion of PG Cert in Healthcare Leadership at University of Hull.

### Challenges

- Overcoming the imposter!
- Realising that introverted leaders can still be great leaders.
- Juggling work commitments/home life and childcare is hard!
- Adjusting to an online university course, when my previous qualifications involved visiting libraries and using paper books!

### Future Plans

- Start new role as Project Manager for Liver and Rare Cancers with West Yorkshire and Harrogate Cancer Alliance.
- Continue to share the importance of compassion and kindness within the healthcare workforce.

### Advice for Future Fellows

- Take every opportunity you can – use your ‘golden ticket’.
- Step outside your comfort zone – you might be surprised by what you’re capable of.

### Learning Points

- A great leader leads with compassion.
- You first must understand who you are to understand the impact you have on others.
- Listening with fascination is underrated and vital for forging good relationships.
- Knowing your own core values is paramount to finding where you should focus your skills.
- Compassion and kindness should be at the core of everything you do.
- Surgeons aren’t what they seem!



# Emma Howe

**ST6 O&G**

**FLP Fellow Trainee Engagement**

**PG Cert Clinical Education, University of Leeds**

## Summary/what has the FLP helped you deliver?

- Further developed the structure and membership of the Yorkshire and Humber (YH) Trainee Forum in its Executive Forum and Wider Forum arms.
- YH Trainee Forum getting a Directorate status within the NHSE YH structure.
- Equitable private study leave policy for trainees in YH.
- Quarterly newsletter to all trainees in YH.

## Achievements

- 2nd place poster prize at the Time Out Redefined conference; A journey to improve trainee engagement: The Yorkshire and Humber Trainee Forum.
- 5/5 stars for 'The Trainee Executive Forum' workshop at EduCON.
- Poster presentation at the FLP conference; Engagement: What does it mean, look like and how do we get there?

## Learning Points

- We each have our own leadership style, and there is no 'right' way. But success for everyone is more likely if we aim for compassionate and inclusive leadership, which aligns with our values.
- There is so much we can learn from each other. There is a lot to gain from creating safe spaces to explore our ideas and experiences. Diversity of thought is really valuable.

## Challenges

- Creating a business plan for the YH Trainee Forum Directorate – this was something that I had never done before. But it was great to learn new skills in the process!
- Increasing the awareness of the YH Trainee Forum – we utilised a variety of strategies such as social media, regional meetings, newsletters and trust inductions. But many trainees and Deanery leaders are still unfamiliar with the YH Trainee Forum – the work will continue!

## Future Plans

- I have recently successfully applied for Reproductive Medicine Subspecialty Training! So soon after returning to O&G in August, I will start this training. A subspecialist has a significant leadership role, and the FLP fellowship has allowed me to develop an excellent foundation of leadership skills.
- I will continue my trainee representative role and be involved in improving the education and training of O&G trainees as I have been appointed as the YH rep on the RCOG'S National Trainees' committee.

## Advice for Future Fellows

- Take the time to think about what you want to get out of your fellowship and prioritise this. Access the free coaching opportunity to support this.
- Enjoy your year!



# Esme Ward

## Anaesthetic Registrar

Leadership fellow in climate change and sustainability in anaesthesia

PG Cert Clinical Education, University of Edinburgh

### Summary/what has the FLP helped you deliver?

- Various projects in environmental sustainability education and implementation within Yorkshire.
- Working as part of the West Yorkshire Climate change team and wider Improving Population Health team within the ICB and involvement in nationwide initiatives.

### Achievements

- Establishing the Yorkshire Green Anaesthesia Society.
- Running a sustainable anaesthesia and ICM education day and competition.
- Contributing to a book chapter for the King's Fund.
- Oral presentation at the Future Leaders Programme annual conference.
- Workshop on sustainable healthcare at the Future Leaders Programme annual conference.
- Teaching on sustainable healthcare at the Future leaders programme bimonthly meeting on. sustainability, anaesthetic trainee regional teaching and induction, The Yorkshire Society of anaesthetists annual meeting, multidisciplinary teaching days and local hospital meetings.

### Challenges

- Adjusting to a new way of working outside of the clinical environment.

### Future Plans

- Return LTFT to my role as an anaesthetic trainee doctor, alongside continuing work in environmental sustainability including work with the Yorkshire Green Anaesthesia society.

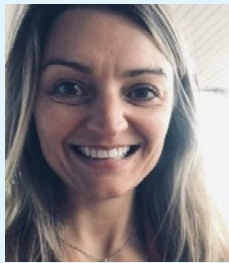
### Advice for Future Fellows

- Enjoy the year and the opportunities it brings.
- Remember – you are the project!

### Learning Points

- Creating change is hard, ensure you have a good team around you.





# Eve Holroyd

## CNS Paediatric Palliative Care

**Leadership Fellow: Improving Urgent Care for CYP with Medical Complexity**

**King's Fund Emerging Clinical Leaders & Institute of Leadership and Management  
Coaching and Mentoring**

### Summary/what has the FLP helped you deliver?

- Service evaluation of current urgent care model for children with medical complexity in local DG.H.
- Data extraction/analysis from electronic patient records.
- Relationships made for integration of VCSE sector to transform into a whole system holistic approach to care for this population and their families.
- Appreciation of national models of care and relevant learning.
- Case built for transformation.

### Achievements

- Network of professionals developed in preparation for service transformation.
- Buy in of senior leaders.
- Education embedded into Masters level enhanced nursing skills course at University of Bradford.
- VCS Alliance introduced to urgent care services and plans made to upskill hospital paediatric team around health inequalities and integrated care.
- Collaboration with other departments in readiness for transformation and integration such as Child Development Centre, Children's A&E, Wellbeing Network, and Family Hubs.

### Learning Points

- Increased understanding of health inequality and inequity in access/provision and outcomes.
- Integrated care systems.
- Equality, diversity and inclusion.
- Sustainability.
- The role of power and perceived rank, and its place in leadership.
- Skills for formal and informal coaching and the importance of effective communication.
- Importance of values and living into these.
- I am not my imposter.

### Challenges

- Learning a new pace.
- Working from home.
- Not 'knowing' my job.
- Feeling exposed when practising new skills.
- Exponential growth of a project with only a year to complete.

### Future Plans

- I am currently discussing ways in which I can continue this work with my substantive employer.
- I have had honest discussions with my employer about my future career goals and have gained their support in working towards these.
- Continue to build on my own leadership skills and embed a culture of compassionate leadership within my workplace.
- Cultivate leadership skills amongst others.
- Transform care for babies, children and young people with complex medical needs and transfer/share this learning for other areas of need such as mental illness and neurodiversity in CYP.
- Be my authentic self.

### Advice for Future Fellows

- Say yes to every available opportunity.
- Book on ALL of the FLP courses.
- Book on early!
- Look after your other fellows, share hobbies and try new things.
- Remember the number one project is you!



# Francesca Ridley

## Medical Oncology ST6

Learning from deaths lead at the Improvement Academy

PG Cert Medical Leadership, Lancaster University

### Summary/what has the FLP helped you deliver?

- Co-designing and implementing medicine safety improvement ideas within the social care sector.
- Regional and National SJR Training.
- Ongoing work within field of learning from patient safety events. Implementing change ideas with the aim of rapid dissemination of key learning outcomes following events to frontline teams.

### Achievements

- As medicine safety improvement lead for Yorkshire and Humber Patient Safety Collaborative – successfully co-designed and implemented a number of interventions which led to improved medicine safety in care home.
- Chaired Regional mortality network and the Regional PCN (primary care network) support network.

### Learning Points

- I have truly come to appreciate the complex system that we work in and that within such a risk filled system mistakes are inevitable. It is how we handle these, recognising that apportioning individual blame will not get to the route of the problem but will cause undue distress to those involved, but instead take a systems approach to identifying issues and opportunities for learning and improvement.

### Challenges

- Making changes always takes a lot longer than expected, particularly when making changes at an organisational level.

### Future Plans

- Approaching end of training therefore applying for consultant post.
- Ongoing work with the Improvement Academy with focus on Learning from deaths/patient events/ system safety.

### Advice for Future Fellows

- Try to get involved in as many opportunities as possible at the start of the year, you may not have the time later as your project is likely to get busier (this includes FLP courses – which are all amazing, so definitely try to book onto as many as you can).
- Try not to feel frustrated if it is taking longer than expected to kickstart your project, this is completely normal.
- This year is for you – Enjoy!



# Georgina Smalley

**GPST: Curriculum Development**

**PG Cert Health Professionals Education, Hull & York Medical School**

## Summary/what has the FLP helped you deliver?

- This has been an amazing year, I have had the opportunity to meet and work with some fantastic people.
- I learned about leadership, myself as a leader and my core values.
- I discovered a passion for teaching.

## Achievements

- Established current use of remote technology to deliver half day release teaching through discussions with schemes across the area.
- Surveyed trainees to establish what they feel would have been helpful in a centralised regional induction.
- Designed a regional induction package for Y&H GP trainees.
- Helped to organise the regional GP Trainee Conference.
- Gained a PG Cert in Health Professionals Education.

## Learning Points

- Realising that a project idea not taking off immediately, does not mean it never will. A greater appreciation of the context in which we are trying to evoke change in and the idea of right time, place and person!
- Creating a project from the ground up is difficult but I have learnt so much, from the importance of taking time to network and engage key stakeholders to using a Gantt chart to keep on track.
- You do not need to be at the top to show leadership. I am guilty of feeling like the system is too broken to fix but this year has restored my enthusiasm and underlined the importance of compassion and role modelling behaviours and the impact this can have on the time.

## Challenges

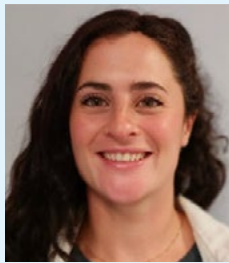
- This year has been fantastic but also daunting, I was given free rein to develop a project, but first had to determine what was possible and what was already happening across the GP Schemes in the Y&H region.
- Dealing with disappointment when ideas do not get any traction or there is resistance. One of the steepest learning curves for me was realising that this is not a reflection of myself.
- Balancing work and being realistic with what I can achieve, sometimes I just had to say no!

## Future Plans

- Immediate plans are returning to GP training to complete my final year, finally sitting those membership exams!
- Longer term I hope to continue to develop as a leader and apply my learning this year to make work life a little better for everyone.

## Advice for Future Fellows

- Make the most out of this year and all the opportunities that come your way!
- Be wary of over committing at the start, although it feels like a change in pace, your calendar will rapidly fill up!



# Grace Waxman

## Obstetric and Gynaecology Trainee

Quality improvement and safety within the Humber and North Yorkshire Maternity and Neonatal System

PG Cert - Public Health (Leadership and Management), University of Sheffield

### Summary/what has the FLP helped you deliver?

- I have contributed to a large project to improve the care of women and babies in Humber and North Yorkshire. I have also.

### Achievements

- A regional quality improvement project that improved the care of preterm babies.
- Wrote regional guidelines on the management of reduced fetal movements and pre-eclampsia.
- Carried out an audit that led to recommendations for improving the numbers of preterm babies who received antenatal steroids.
- Chaired the regional pre-term birth network meetings.
- Received formal training on investigation of safety incidents in maternity and was able to contribute to the peer review process.
- Thoroughly enjoyed my PGCert and achieved good marks.
- Made some amazing new friends.

### Challenges

- The distractions that can come with working from home.
- I was given a lot of freedom to decide my own project and objectives. This was a new experience after years of clinical work and required me to use my brain in a completely different way. This was daunting at first, but ultimately satisfying.
- Writing university essays again after such a long time!
- Realising that in order to be an effective leader and understand others, you first have to do the work to understand yourself.

### Future Plans

- Complete my clinical training using everything I have learnt this year, with a few taking on management positions within the NHS.
- Apply what I have learnt about managing and leading healthcare systems to my voluntary work in developing countries.

### Learning Points

- Take advantage of all the available opportunities.
- Use those opportunities to network effectively.
- There is so much to be learnt from your FLP colleagues.
- Use your time to think about the life you want in work as well as out of it.
- Figuring out what motivates you and how/where you can work more efficiently.





# Gurnam Aulakh

## ST3 Oral Surgery

Managed Clinical Networks and Referral Factors

PG Cert Leadership and Management (Health Care), Lancaster University

### Summary/what has the FLP helped you deliver?

- FLP has helped me to feel comfortable and safe to discuss sensitive subjects.
- Seeing my fellow FLPers achieve so much has inspired me to make the very most out of this year.
- Helped me to appreciate wellness, and rethink work-life balance.

### Achievements

- Developed and implemented accreditation process for Level 2 paediatric dentistry in Yorkshire. This is the first such process in the UK for Paediatric Dentistry.
- Scoped dental training for Paediatric and Special Care Dentistry, feeding into further workforce development in the region.

### Challenges

- Learning to work from home and manage time effectively.
- Adapting to the NHS leadership environment and structure.
- Chairing a team for the first time.

### Future Plans

- Finish training and become an Oral Surgery consultant.
- Plan to work within NHS leadership in the future, utilising and building on skills learnt this year.

### Advice for Future Fellows

- Dive in headfirst!
- “The quality of your attention determines the quality of other people’s thinking” - Nancy Kline.

### Learning Points

- Communication.
- Theories of leadership and management.
- Leading effective meetings.



# Harvir Braich

## GP trainee

### Health Inequalities fellowship

PG Cert Medical Education, University of Nottingham

## Summary/what has the FLP helped you deliver?

- Explore my interest in addressing health inequalities.
- Meet like-minded compassionate leaders and develop this form of leadership.
- Explore and understand my core values and how to live by them.
- Understand my “why”.

## Achievements

- Developed a medical student specialty handbook for all English medical students.
- Organised and ran a Yorkshire GP trainee health inequality conference.
- Partnered with colleague to deliver health inequality quality improvement project teaching to GP trainees across Yorkshire.
- Teaching sessions on compassion.
- Developed teaching resources for secondary care.
- Develop further podcasts for fairhealth.
- More I’m sure, but these meant the most to me.

## Learning Points

- Be curious.
- Conflict is natural, learn to deal with it productively.
- Compassionate leadership has incredible merits and is evidence-based.
- Coaching is a great tool if needing to unpick your thoughts.
- Everyone has great potential in them- most just need space to shine.

## Challenges

- Rate-limiting steps to projects/plans often are out of your hands.
- Getting ethical approval to conduct interviews relating to my handbook was a very long process and arduous.
- Accepting myself as “the project” had difficulties initially.

## Future Plans

- Develop strong community connections and eventually embed community activities within my clinical space.
- Continue to offer support to fairhealth and other charities related to health inequalities.
- Participate in medical education at undergraduate level and push for more health inequality teaching to become core curriculum.

## Advice for Future Fellows

- Firstly, enjoy yourself! Our whole careers have been chasing the next hoop- use this year to learn who you are.
- The courses offered through Maxcourse are brilliant - I recommend booking more earlier in the year as you’ll have more time to begin with, but this can quickly fill up towards the end of the year.



# Hasnehn Haider

## Specialist MSK Physiotherapist

Explore the use of digital technology to enhance AHP student placements  
WY Learning Environments and Placements Team

Prince 2 Project Management & PCI Accredited Health Coaching Qualifications

### Summary/what has the FLP helped you deliver?

- The FLP has given me a greater understanding of system working within the healthcare service, and wider network.
- It has also enabled me to further realise the importance of collaborative working, wherever possible, in order to achieve the desired outcome on a particular idea – that then transforms into a mini-project or initiative.
- This has shown to be effective for me, by building a network of skilled people across multiple organisations in order to learn and support the delivery digital solutions to some of the challenges faced within the student placement arena.

### Achievements

- Designing & implementing a 1-week innovative, experiential, simulation-based placement with paramedic students from 2 universities, creating an additional 360 placement hours.
- Plan and delivery of a 200 delegate Culture Change hybrid event at Elland Road, Leeds for the second year running with fellow FLP Laura Singleton.
- Attended the HEE 10 Celebration event at the Royal College of Physicians in London and showcased my project in the form of a poster with my fellow, Laura Singleton.
- Facilitated a number of workshops and teaching sessions to support AHP learners, with neighbouring HEI's and NHS Trusts.
- Completed a PCI accredited Health Coaching qualification.

### Challenges

- Imposter syndrome! Working with different professions to implement change – at times it felt that engaging stakeholders as a person who is not within that profession was a barrier.

### Future Plans

- Starting a new role when I finish the fellowship! A new team leader role within the MSK department I started my journey from.
- Continue to be an agitator! An agent for change – to challenge beliefs and try change attitudes that don't embrace innovation. I'd like to continue to be an inspiration to others from similar backgrounds to me.
- I will continue to build upon the relationships I have developed with like-minded professionals from neighbouring organisations.

### Advice for Future Fellows

- Just be your authentic self! One thing I noticed myself doing throughout the year, was understanding the power of appreciating others – embed that quality into your practice early – make people feel valued and good things will follow.

### Learning Points

- Project evolution! Do not be deterred by the different paths your project might take.
- Be savvy with your time! It soon flies by – it's important to maintain your day-to-day diary – even when factoring in self- development time, such as listening to a podcast, or reading a book.
- Prioritise your own well-being – and check in with your other fellows – it goes a long way.



# Helen Watson

## Public Health Registrar

**Making healthcare services fairer Barnsley Hospital NHS Foundation Trust**

**Brave Leaders: Leadership and development Programme for women Dare to Lead**

### Summary/what has the FLP helped you deliver?

- I have been based at Barnsley Hospital NHS Foundation Trust (BHNFT), undertaking place-based, system level, and national work to identify and address healthcare inequity.

### Achievements

- Led a programme of work across BHNFT to support senior leaders and service managers to identify and address unfair gaps in access to, experience of and outcomes of services.
- Developed inequity measures which have been adopted place partners and collaborated with ICS colleagues to design a masterclass on measuring health inequity.
- Developed a business case for a place-based public health analyst and supported recruitment to the post.
- Devised and led a corporate migrant health needs assessment.
- Supported 'NHS Providers' to develop an approach to health equity-focused QI for NHS Provider Collaboratives.

### Challenges

- Landing in a new place and working out how to get things done around here.
- Building relational capital at speed and mostly in the virtual world.
- The unseen-ness of some of the work (are you doing anything?!)
- Pace – judging the right speed to take people with you and see results.
- Having a plan but remaining agile.
- Developing others vs producing results.
- Encountering difficult characters – winning people over vs navigating around them.
- Bringing enough challenge with enough kindness.
- Balancing project and development time.
- Finishing well and planning for continuity.

### Future Plans

- I'm really looking forward to returning to my Public Health specialty training post, implementing my learning from this year and continuing to develop as a systems leader.

### Advice for Future Fellows

- Don't compare yourself to other fellows: you're on your own journey.
- Keep remembering that you are the project.
- Find a safe space to think out loud during the year – mentoring/thinking pair/coaching/ALS.
- Protect your development time.
- Be brave, take risks, embrace failure for its precious learning, get back up and be brave again!

### Learning Points

- Authenticity = being more me with skill.
- Embrace vulnerability as the only path to courage.
- It's all about people.
- Moving between the balcony and the dancefloor – seeing the strategy/big picture and working with enough detail to make something happen.
- Coming alongside to coach and empower others: being strategic about the legacy I'm wanting to leave.
- Being intentional about bringing the best out of others.
- Surfing and knitting – skilfully navigating the organisation and the system and the art of working at/across the boundaries.
- Being the irritating pea - having persistence and repeating the message.
- The power of simplicity.
- Telling a great story and letting people find themselves in it.
- Treasuring safe spaces to get my thoughts out of my head and let others in.
- Feelings matter.



# James Morris

## GPST 2

Primary Care Curriculum Development

PGCert in Clinical Education, University of Leeds

### Summary/what has the FLP helped you deliver?

- Discover what I can achieve myself & realise my potential as a doctor.
- Value and learn from others in other healthcare roles.
- Reflection and analysis of my teaching practice through the PGCert.
- I have had a fantastic year learning a new way of working. I hope to transfer the skills into the clinical setting when I return to General Practice and improve the care I can deliver to patients whilst being a better member of the wider team.

### Achievements

- Organising the Yorkshire & Humber GP Trainee Conference.
- Networking with junior doctors about careers in Primary Care.
- Speaking at the Primary Care Educators Seminar.
- Appointed as Yorkshire representative of the Medical Education Leaders UK Shadow Council.
- Creation of a new induction package for GP trainees in Yorkshire & Humber.
- Completed Ironman Hamburg & qualified for World Championships.

### Challenges

- Change in supervisor during the year left me feeling lost and searching for direction.
- Learning to manage my schedule and work efficiently for myself.

### Future Plans

- Continue to build confidence as an educator and leader.
- Become a GP trainer.
- Encourage other GP trainees to consider completing an FLP year.

### Advice for Future Fellows

- Make it your own!
- Secure a plan for a project early.
- Take up the opportunity of coaching – I was initially sceptical, but it has been an invaluable experience.

### Learning Points

- Through coaching I am now confident of which population I would like to work with in Primary Care.
- Taking myself out of my comfort zone to maximise what I can achieve.





# Jenny Girdler

## ST2 Oral Surgery

Net Zero & Sustainability in Dentistry/Healthcare

PG Diploma Sustainability, Health & Wellbeing, University of Central Lancashire

### Summary/what has the FLP helped you deliver?

- Embed sustainability and sustainable quality improvement (SusQI) into post-graduate dental & medical programmes.
- Embed sustainability into the undergraduate dental curriculum.
- Influence inclusion of sustainability into dental practice.

### Achievements

- Influenced and implemented sustainability training as part of GDC generic professional curriculum for dental speciality training.
- Attendance, presentation and publication of outcomes of SDCEP Sustainable Oral Health Workshop.
- Facilitation and delivery of sustainability teaching to a wide range of dental and medical audiences.
- Delivered and evaluated DCT SusQI programme.
- Sustainability included as core topic in dental ST3-ST5 NHSEE YH Leadership & Management programme.
- Appointed NHSEE YH Wider Trainee Forum Dental (West) representative.
- Podcast guest on 'Oral Surgery with Mr Richard Moore – Sustainable Oral Surgery'.
- National and international presentations.
- Online and journal publications.

### Challenges

- Adapting to a home-based work environment from a practical dental specialty.
- Learning when to say no and becoming more assertive.
- Learning to identify, accept and work with imposter syndrome in myself and others.

### Future Plans

- Continue advocating for sustainable clinical practice in my clinical and non-clinical leadership roles towards achieving Net Zero.
- Continue sustainability teaching and presenting.

### Advice for Future Fellows

- Prioritise your own time management skills and have tools in place to maintain personal motivation.
- Trust the process and sit with any discomfort when leading on a project.
- Don't be afraid to fail and when you do, fail fast and move on. This often leads to deeper learning and greater opportunities arising.

### Learning Points

- Importance of deep reflection and knowing yourself to develop as an authentic and compassionate leader.
- Knowing your team in terms of personality traits, what motivates them to work and what barriers they face will positively drive change.
- The importance of the first follower and what it feels like when you do and don't have one!



# John Oliver

## Pharmacy Technician

Pharmacy Technical Services – Workforce Planning

PG Cert Leadership and Management, Lancaster University

### Summary/what has the FLP helped you deliver?

- Personal Development.
- Contribution to team development.
- Future workforce planning in my professional speciality.

### Achievements

- Participating in and contributed to FLP learning opportunities.
- PG Cert Leadership.
- Member of FLP Conference committee.
- Panel speaker at FLP Conference.
- Project management qualification.
- Increased self-confidence and worth.

### Challenges

- Clarity in project work.
- Influences of wider system and impact on personal passion project.

### Future Plans

- Continue to grow and develop as a leader and manager.
- Pursue progression opportunities in care.
- Embrace opportunities to do more work that aligns with my values.

### Advice for Future Fellows

- Be authentic and true to the real you.
- Say yes and say no! It's up to you, it's your time.

### Learning Points

- Leadership and management styles.
- Emotional Intelligence.
- Developing Resilience.
- Capacity and readiness to learn and grow.



# Kate Guthrie

## ST6 Geriatrics

Optimising patient flow in the Covid-19 recovery phase

Leadership in Health and Social Care, University of Bradford

### Summary/what has the FLP helped you deliver?

- Delivered a quality improvement (QI) project which has resulted in two step improvements in discharges before 3pm across the Leeds Teaching hospital trust.
- Collaborative working with the leadership fellows in Leeds to deliver Junior Doctor and Dentist Awards.
- Organised QI Network events and delivered QI coaching and teaching.
- Submitted future leadership post bids, coordinated shortlisting and participated in interviews.

### Achievements

- Presented at international conference.
- Won two best posters.
- Created and conducted a workshop at FLP conference.
- Guest speaker on ECIST podcast.
- Gained a PG Cert in Leadership.
- Increased confidence in presenting to senior leaders.
- Participating in writing patient incident investigations and involved in outcomes of this.

### Challenges

- Personal challenge was learning to say no.
- Having an empty diary at the start of the year.

### Future Plans

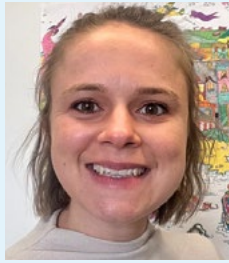
- Retuning to Geriatric Medicine training.
- Incorporate service and quality improvement into consultant job role.

### Advice for Future Fellows

- Enjoy this year! It has been one of the best years of my career. The ability to focus on your own personal development is invaluable.

### Learning Points

- Have confidence in myself and my abilities-starting to work on that imposter syndrome.
- Change requires endless enthusiasm, time and repetition.
- This year has been valuable to learn that you need to have your buckets full to be able to perform your best.



# Kitty Summers

## Clinical Oncology SpR

### Post-graduate Medical Education

PG Cert Medical Education, University of Nottingham

### Summary/what has the FLP helped you deliver?

- The FLP has given me insight into my leadership style, the environment in which I flourish & how to embrace my strengths (and weaknesses!) to result in continued development of myself and others.
- I have loved having the opportunity to meet like-minded people from outside my usual clinical silo to learn their perspectives & understand their challenges which make them who they have become.

### Achievements

- A baby (!) & successful return to work after maternity leave.
- 12 FLP courses, 5 conferences & loads more FLP meet ups & project specific meetings.
- Worked with FLP fellows at LTHT to deliver Allied Healthcare Professionals Day & the Junior Doctors and Dentists week & awards.
- Mentoring qualification.
- Mental Health First Aid Training.
- Lead Investigator training.
- Designed and delivered teaching on Leadership to FY1s across the deanery.
- Developed 'Guidance for Departmental Induction' for local training leads to improve induction at LTHT.
- Developed 'Educational Rehab' to help junior doctors in need of extra input during their training.
- Reviewed & developed the LTHT Medical Education intranet site.
- Reviewed the National Training Survey with both trainees and the Medical Education department at LTHT.
- Acted as a trainee representative at local & deanery medical education meetings.
- Developed & delivered 'Preparation for Practice' - a programme of teaching for final year medical students to prepare them for the transition to FY1.
- Final year medical student educational supervisor.
- Other undergraduate medical education opportunities: OSCE examiner and related training, undertook interviews for entry to Medicine at University of Leeds.
- Developed a question bank for the first FRCR (Clinical Oncology) exams.

### Challenges

- I am rubbish at saying no – this brought challenge at times and is a skill I have yet to perfect!
- Imposter syndrome is real! – This year provide a welcome opportunity to reflect on this and develop mechanisms to challenge my inner imposter and promote self-compassion.
- My next challenge to come is returning to clinical training after a 2-year break and this will provide ample opportunity to practice some of the skills I have learnt this year.

### Future Plans

- New role as chief registrar at Leeds Teaching Hospitals NHS Trust Aug 23-Aug 24 – I am super excited to use the knowledge & skills I have learnt this year to provide support to a cohort of junior doctors.
- Continue to be involved with all thing's medical education.
- At some point accept that I'll have to do my final FRCR exams!

### Advice for Future Fellows

- Embrace the opportunity to nurture your interests & passions within your career that you didn't previously have time to amongst the madness of training, postgrad exams and portfolio!
- Remember the project is yourself!

### Learning Points

- I have learnt about my own strengths and weakness, and how to use these to become a better leader and clinician.
- Compassion to yourself is as important as compassion to others!
- The structure of both undergrad and postgrad medical education & the structure of healthcare/ hospital trusts.



# Laura Jones

## GP Trainee

### Social Accountability and Health Equity

PG Cert Teaching and Learning in the Clinical Environment, Edge Hill University

## Summary/what has the FLP helped you deliver?

- Designed and delivered Health Equity focussed Quality Improvement teaching to GP trainees across Yorkshire.
- Co-organised and led the GP School Health Inequalities Regional teaching day for 570 trainees.
- Collaborated with the Student FairHealth society to deliver a student health inequalities event 'Living on the margins- our stories and you'.
- Organised and led a 'Next Generation GP' cohort for South Yorkshire delivering 5 inspiring evening sessions with local and national leaders.
- Contributed to a new FairHealth online teaching module- Health inequalities in secondary care.
- Became a befriender to a socially isolated local woman in my community.
- Had an article accepted for publication entitled 'Eligibility for Free Healthcare'.

## Achievements

- Speaking up and asking questions to senior leaders.
- Connecting leaders across the Health Inequalities space.
- Public speaking- realising this is something I can do!
- Visiting and learning from those delivering innovative deep end primary care in Manchester, Liverpool and Leeds.

## Challenges

- Stepping out of my comfort zone to do things I would usually wouldn't do.
- Speaking up in meetings.
- Leading my peers.
- Discovering I have an element of perfectionism that I didn't know about previously.
- Managing emails effectively.
- Asking for help.

## Future Plans

- Successfully complete my final year of GP training.
- I have signed up as a GP school peer mentor.
- Continue befriending and thinking pairs.
- Take some of the lessons learned into my new clinical team.
- Keep looking for new opportunities to utilise and expand my skills,

## Advice for Future Fellows

- Embrace coaching and give yourself plenty of time to think.
- Don't do courses/seminars/webinars for the sake of doing them. Do less but with more purpose.
- The most powerful thing is people and connections- networking is key to discovering the great work going on around you- don't feel you have to design all projects on your own.

## Learning Points

- Being given permission to do things makes it much easier to do them.
- Understanding my own learning style and embracing this.
- Act like a leader first- don't wait until you feel like a leader.
- Not everything will work and that's okay!
- The importance of boundaries and saying no sometimes- know your own values!
- Understanding we have a zone of control/ influence/concern, and we can't always do everything we want to be able to.





# Laura Singleton

## Specialist Podiatrist

### Student-Led Clinics

PG Cert Health Care Leadership, University of Hull

## Summary/what has the FLP helped you deliver?

- The FLP has helped me to design and deliver a project which completely transforms healthcare placements and the way that we view them, by introducing Student-Led Clinics. These clinics significantly increase the quality of a placement, helping to create and shape our future workforce. They support health inequalities by reinstating services or creating new ones and provide additional workforce hours by targeting patient waiting lists, having a phenomenal effect on reducing existing staff pressures and increasing patient safety and satisfaction.

## Achievements

- Implemented multi-professional Student-Led Clinics into Primary care, managing long term illness reviews.
- Implemented profession-specific Student-Led Clinics into Community, supporting patient waiting lists.
- Designed and delivered a West Yorkshire Culture Change event to support expansion of Healthcare placements in all professions.
- Successfully completed a PG Cert in Healthcare Leadership. Written two articles to promote the project, which have been published in professional magazines.
- Completed a short film which promotes the project across professions.
- Significantly developed my leadership skills and confidence, with empowering and engaging people into quality improvement.

## Challenges

- Developing emotional intelligence in being able to understand your own emotions, as well as being able to recognise others and influence those around you.
- Being able to step back once my project was introduced to a new setting and letting others run it.

## Future Plans

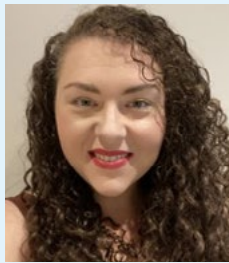
- To be able to continue to implement Student-Led Clinics nationally.
- To complete my MSC in Healthcare Leadership.
- To secure a permanent Strategic Leadership post.

## Advice for Future Fellows

- To put you and your own learning first.
- The pace doesn't always have to be 100 miles per hour. Take more time to reflect and take every opportunity to learn.

## Learning Points

- Ask for help / delegate – Other people can bring valuable insight into your project. Always be open to this.
- Be patient – with others who may not be ready to come along for the journey.
- Time management – Turn off your laptop and remove work emails from your phone, being able to switch off and reflect is important to your own wellbeing.
- Recognise your own achievements and sell them to others, you should be your own champion.



# Lucy Brooks

## Anaesthetic ST4

### Climate Change and Anaesthesia

MSc Sustainability, Health and Wellbeing, University of Central Lancashire

## Summary/what has the FLP helped you deliver?

- I have spent time working with people from across Yorkshire and beyond, raising the profile of sustainable anaesthesia, supporting people to make positive change in their departments, and educating people about sustainable healthcare and planetary health. I led a Yorkshire-wide project investigating waste management in anaesthesia and critical care. I spent time developing my leadership skills and learning about myself through reflective practice.

## Achievements

- National role as Environmental Advisor to Royal College of Anaesthetists.
- Publications on the topic of sustainable anaesthesia in Anaesthesia News and BMJ Opinion.
- Publication of abstract relating to 'Sustainable Waste Management in Anaesthesia and Critical Care' project in British Journal of Anaesthesia.
- Multiple presentations and panel participation at national events and conferences, including the Anaesthetic Research Society, The Kings Fund, and The National Health Executive.
- Created content for regional anaesthetic trainee virtual learning environment and edited multi-specialty regional Sustainable Healthcare e-learning content.
- Taught on sustainable anaesthesia to anaesthetic trainees at all stages of training across Yorkshire.
- Organised Green Anaesthesia and Critical Care competitions jointly with Yorkshire Green Anaesthesia Society and West Midlands Green Anaesthesia and Intensive Care Network.
- Mapped out sustainable anaesthesia practices and projects of all anaesthetic departments across Yorkshire.

## Challenges

- Bringing about change within a department from outside a Trust, as an HEE employee.
- Lack of standardisation for who is leading on sustainable anaesthesia in each Trust, and difficulty finding the correct people to talk to in order to make change happen.
- Competing clinician and Trust leadership priorities in context of COVID-19 pandemic recovery.
- Hesitancy of clinicians to act and make changes in the context of climate change being a huge challenge – "my actions can't really make a difference" mentality.

## Future Plans

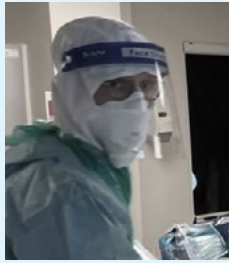
- Return to Anaesthetic Specialty Training.
- Continue in my role as Environmental Advisor to RCOA.
- Continue my involvement with Yorkshire Green Anaesthesia Society.
- Complete my MSc.
- Engage with sustainable quality improvement projects at work.

## Advice for Future Fellows

- Keep track of your daily "wins" and achievements; look back on these if you feel "stuck".
- Be open to reflective practice, even if it hasn't come naturally to you in the past.
- Use this time to explore your values and work out what is really important to you.

## Learning Points

- Shared clarity of purpose and vision are essential in bringing about change.
- The systems we work in are complex; competing priorities within and between interacting organisations can cause challenges.
- Gratitude is essential: saying 'Thank you' goes a long way.
- Success is still real even when it is difficult to measure – e.g. relationship building.



# Luke Hunt

## SpR in Infectious Diseases

High-consequence infectious disease simulation program

PG Certificate in medical education, UCL/RCP (London)

### Summary/what has the FLP helped you deliver?

Education: Designed a high-consequence infectious disease (HCID) simulation course for training program for NHS Staff:

- Developed a curriculum and learning content in collaboration with content experts and stakeholders in HCID management.
- Recruited and trained 18 expert faculty members to teach on the course.
- Trained 78 NHS specialists in HCID Assessment from Yorkshire region and beyond.
- Won grant funding and used to create a website and online learning content.
- Undertook review of educational effectiveness.

Sustainability: Developed a system for reuse of personal protective equipment with central decontamination in Sheffield teaching hospitals:

- Won investment and used to invest in reusable PPE decontamination and processing equipment.
- Developed business cases for introducing reusable isolation gowns and theatre hats into a teaching hospital.
- Ongoing work on pilots of reusable theatre hats and isolation gowns in several departments.

### Challenges

- Competition for human resources/technical expertise in NHS systems can threaten project timelines.

### Future Plans

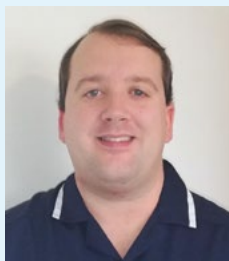
- Return to flexible portfolio training to enable continued work on education and sustainability projects.
- National expansion of training program & embedding into Infectious Disease medical and nursing curricula – 160 places booked over 2023/4 academic year.
- Ongoing work on sustainable PPE pilots.

### Advice for Future Fellows

- Define projects early and use project management tools to plan ahead.
- Undertake stakeholder analysis and engagement early; build a team and leverage their skills.
- Develop a portfolio of projects around your job description to not put all eggs in one basket.

### Learning Points

- Stakeholder engagement and collaborative leadership is key to delivering change in NHS systems.
- Competition for human resources/technical expertise in NHS systems can threaten project timelines – plan ahead.



# Luke White

## Senior Adult Nurse

### Clinical Education

Rosalind Franklin NHS Academy course

## Summary/what has the FLP helped you deliver?

- The FLP has allowed me to scope out the Clinical Educator (CE) role, their experiences in practice, the establishment ratios of CE: clinical staff and to map out a CE development framework which will improve the quality of their role to others.
- The programme has allowed me to develop my leadership skills through leading the Leeds Teaching Hospitals Trust CE team, chairing the CE meetings, presenting my work at regional and national conferences and working and developing the CE role with other leaders in clinical education.
- The FLP has also provided me the opportunity to become expert in clinical education, which benefits LHT CE's, the education teams, our clinical staff and most importantly, our patients.
- Over the year, I have been privileged to have been part of a wider group of CLFs in the Yorkshire & Humber region and made some valuable networks within clinical education. I am pleased to have been able to write some recommendations following my CE role project, building the standards for CE's, the foundations of the new CE development framework and the overall leadership for their roles.

## Achievements

- Elected Committee member on the UK Clinical Educator Network (UK CNEnet).
- Presenting my work at the UK CNEnet conference & leading on the development of the conference in Leeds.
- Publishing an article on the National NHSE Clinical Educator Framework – Nursing Times.
- Chairing the LHT CE team, supporting 82 CE's across a large Trust.
- Presented my CE project at the 2023 FLP regional conference.

## Challenges

- It's been a year which I have never experienced before, being out of the clinical education setting and managing my own time and interests against the course work for my Rosalind Franklin academy programme.
- However, I fully believe now that our challenges are our learning. I have learned a lot about myself, my values and spending time to reflect upon my own self-compassion has been so insightful. It is often said that you cannot serve from an empty vessel, and that is true. It just took time for me to learn about what we need to do for ourselves to provide the compassionate leadership to others, to inspire the next generation of learners in the NHS.
- The FLP year at first seems very quiet and a shock in the different pace of work. However, don't worry as it gets busy quickly and before you know it, you will be struggling to fit it all in! Embrace the challenges, for they become a part of your development as a person.

## Future Plans

- I have been successful in a new role as the Lead Nurse for Quality & Education in the SIM Clinical Service Unit at Leeds Teaching Hospitals NHS Trust. This will allow me to lead the CSU Clinical Education team and put in place my learning over the FLP year.

## Advice for Future Fellows

- Enjoy it and try new things! Go in with an open mindset and challenge yourselves!

## Learning Points

- Spending time looking into your personal values really do help your leadership skills.
- Having coaching is a fantastic way to work out your next path & refocus your mind.



# Nicole Sloan

## Paediatric Trainee (ST3/4)

RCPCH Trainee Charter QI implementation

PG Cert Medical Leadership, Lancaster University

### Summary/what has the FLP helped you deliver?

- Presented and shared learning and development points from regional audit on RCPCH Trainee Charter.
- Developed regional documents of good practice and learning.
- Highlighted areas for improvement and looked at ways of developing these.
- Work around improving the trainee experience within Yorkshire and especially East Yorkshire.
- Aiming to improve educational opportunities such as access to teaching, local exam support, provision of SPA time.

### Achievements

- Attended 15 FLP courses and 6 Bimonthly meetings.
- Conference committee member helping to organise the FLP conference.
- Re-established the MRCPCH exam revision prep course in East Yorkshire.
- Set-up revision series' for MRCPCH clinical exams.
- Established and chaired Trainee Forum for East Yorkshire Paediatrics and Poster presentations at multiple national conferences.
- Oral presentation at an international conference.
- Attended regional Trainee Rep, College Tutor and School Board meetings.
- Gained the 'Train the Trainer' qualification.
- Ran local induction sessions and produced regional induction documents.
- Sat on a Careers Day panel for medical students.
- Organised and ran a paediatric introduction day for FY2 doctors.
- Organised/chaired working group meetings.
- Spoke at a regional Guardian of Safe Working meeting about trainee experiences of exception reporting (working with Trainee Forum).
- Got married (!)
- Found my interest in education.

### Challenges

- Managing working with other people's differing priorities.
- Getting productive buy-in from other people past the "That's a great idea!" stage.
- Transitioning from working on a busy acute on-call rota to working from home.
- Keeping motivated with ideas when they are unsuccessful or come up against resistance.

### Future Plans

- Returning to training.
- Hoping to continue trying to establish a better culture around teaching and training opportunities/needs within a training programme.

### Advice for Future Fellows

- Have a list of what you want to achieve in your FLP year – this helps to look for opportunities.
- Use this year to explore what you want to get out of your career.
- This is your chance to do something that interests you and find things you enjoy, so make the most of it (it goes too quick).

### Learning Points

- The FLP year is more about your own development than just the project.
- Having a supportive environment can really make a difference to how you feel about yourself and your work!
- Find things that interest you – you might completely change what you thought you wanted to do with your career!





# Rajin Chowdhury

## Anaesthetic and Intensive Care Registrar

### Developing Foundation School Expansion

MMedSci Medical Education, University of Nottingham

### Summary/what has the FLP helped you deliver?

- Time and space to think.
- Explored what makes good leaders.
- Achieve goals around medical education, specifically teaching presentation skills.

### Achievements

- Ran 5 regional public speaking and presentation skills days: 4 for FLP fellows, one for FY2 Doctors with universally positive feedback.
- Taught >100 F1 & F2s public speaking presentation skills via lunchtime teaching.
- Organised technical aspects of the FLP Conference (then ran a teaching session on this for Fellows).
- Ran a workshop on at the conference on compassion and vulnerability.
- Assessed for the Specialised Foundation Programme (SFP) application for prospective Foundation Doctors.
- Involved with modification to the SFP application for next year.
- Worked with the Enhancing Generalist Skills School on a regional teaching day for F2s on the new Generalism curriculum (covering public health and sustainability).
- Masters-level educational research into slide design for first-year medical student lectures.
- Explored computer programming and its relationship to healthcare.
- Took up meditating and restarted kickboxing!

### Challenges

- Significant mental health issues requiring time off towards the end (from things outside of work).
- Believing that my skills from outside of work were useful: I was so nervous the day before I ran my first presentation skills workshop.
- Caution about burnout: stopping work when I needed to stop work.

### Future Plans

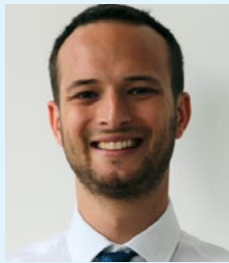
- Further developing my teaching around public speaking and presentation to healthcare professionals (maybe even a YouTube channel!).
- Bring lessons on leadership and organisation into the workplace.

### Advice for Future Fellows

- Start the year relaxing, reading and listening to podcasts on leadership (best advice I got!).
- What can you do outside of healthcare that might be relevant to healthcare?
- Stay on top of your time management: if you're burnt out just stop. The cinema is empty at 10am and there's nothing stopping you going.

### Learning Points

- Bringing skills and knowledge from outside of healthcare to healthcare (see: presentation skills for me).
- Keys to effective leadership and organisations:
  - Compassion.
  - Vulnerability.
  - Time and environment to think well.
  - Embracing the discomfort of change.



# Ralph Schwiebert

## Microbiologist

### Virtual Reality Simulation

PG Cert Leadership in Health and Social Care, University of Bradford

### Summary/what has the FLP helped you deliver?

- Experienced medical management and leadership including shadowing executives.
- Managed outbreak of multidrug resistant bacteria.
- Learned media skills to produce a video on multi drug resistant bacteria for the trust.
- Managed future CLF fellow posts, including recruitment and interviews.
- Organised Junior Dr and Dentist Awards at LTHT.
- Work in the patient partner programme.
- Involved in serious incident investigation.
- Co-authored an academic paper.
- PG Cert in Leadership.
- More than anything I valued the time I had to reflect on my self, my career and what was important to me.

### Learning Points

- I loved this year and all the opportunities, but I also quite missed the clinical stuff – and it was nice to feel that.
- Understanding the structure of the NHS – I now feel less guilty about things that are out of my control.
- Sometimes, you just need to learn how to ask for things and don't assume you are not good enough.

### Challenges

- The project I initially applied for never manifested and I would have loved to be involved in something more structured. It did allow me to explore my own interests a bit more though.
- I didn't love the PG Cert, but I am grateful to have had the opportunity to do it.
- Even after a year, there are still many things I wish I could have done.

### Future Plans

- I am looking forward to returning to clinical work, but this year has made me more confident. When you next see me I will still probably be trying to figure out what to do with my life – that is unlikely to change!

### Advice for Future Fellows

- Develop all the non-clinical stuff you always wish you had the time to do, even if it isn't directly related to healthcare.



# Raykal Sim

## GP trainee

Supported Return to Training-International Medical Graduates

PRINCE2, Tom Dillon Coaching Diploma

### Summary/what has the FLP helped you deliver?

- SuppoRTT Presentation at specialty school teaching sessions.
- SuppoRTT IMG Podcast series (8 episodes).
- IMG and senior stakeholder engagement.
- Virtual Networking IMG Pilot initiative.
- Development of regional WelcomInG Form to guide IMG and supervisor first conversations.
- FLP Conference Committee member.
- Values workshop delivery regionally and at FLP events.
- Delivery of workshops on IMG work regionally and nationally.

### Learning Points

- The world is your oyster, you can do as many projects as you like! Look for opportunities to collaborate as collaboration brings your projects further than if you were working on them on your own!

### Challenges

- Identifying your stakeholders early on.
- Planning my FLP exit strategy (what do I do after the FLP and how to maximise the use of the skills I gained early on and finding the right support and mentorship to support this).

### Future Plans

- Complete GP CCT.
- Looking for opportunities in Project Management roles.

### Advice for Future Fellows

- Better to apologise than ask for permission!
- You'll find mentors everywhere, don't expect them to be your supervisors from the FLP.
- Please feel free to email me at [raykalyanjun.sim@nhs.net](mailto:raykalyanjun.sim@nhs.net).



# Muhammad Rehan Akhtar

## Paediatric Trainee

### Neonatal Cardiology Quality Improvements

PG Cert Medical Education, University of Newcastle

## Summary/what has the FLP helped you deliver?

- Service evaluations and Quality improvements of Yorkshire and Humber Congenital Heart Disease Network Services.
- Support sessions for IMG paediatric trainees in the region and hosted a stand at a regional conference.
- Designed and delivered postgraduate teachings to paediatric trainees in the region.
- Helped to organise a national leadership conference.

## Achievements

- Poster presentations at regional and national conferences.
- One of my service evaluation projects has been accepted for oral presentation at an international conference.
- IMG Forum Lead for Paediatric School Y&H.
- Received a letter of appreciation from HEE SUPPORT for helping IMGs.
- A couple of distinctions in my PGDip (Child Health) Assignments.

## Challenges

- Adaptation to an entirely different job role, and time management.
- Influence without formal authority, especially to gain the consensus of the stakeholders for project management.
- Overcoming imposter syndrome, especially at the beginning of the fellowship year.

## Future Plans

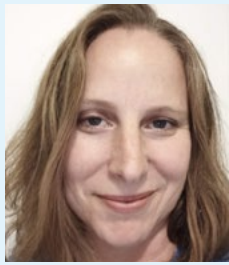
- My future plan is to be a neonatologist with an interest in cardiology.
- to continue to lead the paediatric IMGs Forum and to streamline their induction within the region.
- To design a Mentorship programme for IMGs (work is already underway).

## Advice for Future Fellows

- The workload builds up gradually through the year without us realising it. It's important to only take on as much as you can handle while ensuring that your well-being remains unaffected.

## Learning Points

- Understanding how you impact others and being mindful of your own development are key takeaways.
- Don't say yes to the projects only to fill your diary.
- Prioritizing personal well-being is crucial. Taking some time off enhances your efficiency and probably no 'net time' is lost!



# Rhianne Richards

## Colorectal ST7

### Evaluation of SuppoRTT

PG Cert Clinical Practice Management & Education, University of Central Lancashire

#### Summary/what has the FLP helped you deliver?

- I have worked to improve awareness of and engagement with Supported Return to Training (SuppoRTT) in Yorkshire.
- My focus has been on:
  - Complex phased return
  - Return to Surgery.
- I have also advocated for the rights of trainees who are pregnant, breastfeeding or who are affected by illness or disability within the region and nationally.

#### Achievements

- Trainee and trainer engagement sessions at the School of Surgery Conference & Yorkshire Surgical Club.
- Jointly running the Time Out Redefined Conference.
- Complex phased return session at Educon.
- Developing an Infographic for trainees on long term sick leave to provide them with relevant information.
- Workshop on returning to Surgical Ltraining.
- Established links with RCS England.
- Writing Parental leave module for RCS Edinburgh.
- Set up coffee and catch-up sessions for out of programme trainees.

#### Challenges

- Culture
  - Surgery
  - Corporate.
- Not spinning too many plates.
- Learning balance when you care passionately about a cause.
- Patience! Meaningful change takes time.

#### Future Plans

- I will be continuing my FLP LTFT for another year.
- Further Return to Surgery Workshop.
- Championing SuppoRTT at Surgery inductions.
- Survey of Complex Phased Return experiences (once this has been approved by ethics).

#### Advice for Future Fellows

- You are the project.
- Make the most of your amazing colleagues, for me they are what has made this year.
- Have fun!

#### Learning Points

- Self-compassion.
- Speaking up for what I believe in takes courage but is worth it.
- Aligning my work and life with my values has informed my leadership style.
- Structural change is made by making powerful allies and advocating for those without power.
- People matter.
- If they shut the door, go through the window!





# Ric Burne

## ST5 Psychiatry Trainee

Primary Care Mental Health Transformation - SHSC

PG Cert Leadership in Health & Social Care, University of Bradford

### Summary/what has the FLP helped you deliver?

- **Official Project.** Transformation of community primary and secondary mental health services in Sheffield. Project looking at setting up older adult's referral pathways from secondary to a new primary mental health service.
- **Survey Project.** Working with a South Yorkshire medical director to explore recruitment and retention in South Yorkshire psychiatry including survey on pushes and pulls on trainees when thinking about future consultancy.
- **Higher Trainee Committee Co-Chair.** Used this position to further the culture change piece for psychiatry trainees in South Yorkshire.

### Achievements

- **Older Adult** patients brought into the conversation around transformation of Sheffield psychiatry services.
- **Thematic Analysis Report** detailing the pushes and pulls on South Yorkshire psychiatry trainees in relation to career thoughts.
- **Focus group** discussing the Survey Report, broadening the conversation with trainees and **Trust medical leadership**.
- Presented work to the Trust Board People Committee.
- Led an activity filled **wellbeing/team building day** for FLP colleague.

### Challenges

- Understanding who are the most important people in a change process.
- Using and involving the right people at the right time (especially people with positional power) to add credibility to an initiative.
- Sometimes you can't plan every last detail. You need to make a start with a good enough plan.

### Future Plans

- Return to psychiatry registrar training.
- Set aside time to reflect back on FLP learning during the forthcoming 6 months.
- Continue to work with psychiatry trust on recruitment and wellbeing of trainees.

### Advice for Future Fellows

- **Consider writing a weekly log** of what you did. I found this particularly helpful to reflect back on midway through the year. It helps to identify what progress you made week by week on your project. If it feels like things have gone slowly for a period you can easily see how your time was filled doing other things, e.g. PG Cert work, FLP courses, other learning opportunities. If you didn't make progress in an area of your FLP work, you can easily see how you have usefully invested time elsewhere.
- **Make the most of other meet up opportunities** with your FLP cohort. Lunar New Year Meal, well-being day, mountain biking, board game café, conferences, coffee. Separate meet ups with your local FLP colleagues are also good.

### Learning Points

- **Change can be slow and hard work**, especially co-coordinating multiple parties with vested interests.
- **"Go For the NO"**.
- **Consider the ending of a project at the start** (building stakeholder involvement and how will the work you have started endure?).
- **The power of stories.** Humans are sense making beings. If you don't give them the information, they will fill in the gaps with their own version including whatever false information, suppositions, confabulations, and conspiracy theories seem most appropriate.



# Sally Martin

## ST5 Medical Oncology

Clinical Leadership Fellow in Oncology, Hull University Teaching Hospitals

NHS Mary Seacole Programme & The King's Fund Emerging Clinical Leaders Course

### Summary/what has the FLP helped you deliver?

- I have gotten to know and work with a supportive group of compassionate and inspiring individuals within the FLP.
- The FLP has provided me the opportunity to develop my skills in leadership and change management through courses, project work, and time to explore other opportunities.

### Achievements

- Getting frailty recognition and intervention on the agenda within cancer care services loco-regionally.
- Enabling Clinical Frailty Scale data collection in the outpatient setting.
- Developing service improvement plans for therapeutic malignant pleural drainage.
- Supported several audit and QI projects within the department.
- Personal growth and leadership skill development.
- Completed the NHS Quality Service, Improvement and Redesign (QSIR) practitioner course.

### Challenges

- Impact of clinical pressures and industrial action on project work and meetings.
- Keeping momentum going in the face of set-backs.
- Learning how to more effectively deal with conflict.
- Balancing competing deadlines and commitments.

### Future Plans

- I am returning to clinical training full-time, with a 20% time commitment to service development as part of flexible portfolio training. I will work with the NEY Genomic Medicine Service to optimise genomic testing pathways and turnaround times in solid adult tumours, to promote sustainable equity of testing across the region.
- I will also continue to support the collation and analysis of outpatient frailty data from oncology patients across the region in order to support geriatric oncology business case development.

### Advice for Future Fellows

- Your personal development is a project in itself this year. Seek out and explore new challenges and opportunities and look to reframe failures as learning opportunities.

### Learning Points

- Recognising my values and how they shape my decisions and purpose.
- The impact of culture in training and the workplace.
- Greater understanding of the NHS structure and how to approach and effect change across systems.



# Sarah Ellis

## Advanced Practitioner, ED

Embed EM Leaders Training into everyday practice

PG Cert Health and Social Care Leadership

### Summary/what has the FLP helped you deliver?

- Regional engagement with college tutors, medical trainees and ACPs.
- A Transition Day course aimed at CT2-3 trainees returning to ED.
- Virtual and F2F training days.
- Conference presentations.
- A better and authentic version of me, with improved confidence.
- A bi-monthly EM Leaders Newsletter.
- EM scenario cue cards with EM Leaders resource links.

### Achievements

- Presentation at trust ACP Conference 2022.
- Poster presentations at FLP conference 2023.
- Poster presentation at RCEM Advanced Practitioner Conference 2023.
- Distinction of PG Cert in Health and Social Care Leadership, University of Bradford.
- Participated and completed 13 FLP courses.
- EM Leaders faculty – F2F and virtual leadership training delivery.
- Established a new Transition day for CT2 trainees returning to ED for CT3.
- Leadership Teaching for ACPs.
- Established and chaired a Navigator Working Group to streamline the service offered to those who have experienced Youth Violence.
- Communities of Practice EM Leaders participated and facilitated.
- RCEM Working Group member to drive forward EM Leaders nationally.
- Oral presentation at Trust Unplanned Care workshop
- Facilitator and Working Group member for Social Prescriber Link Worker in the ED.

### Challenges

- Juggling deadlines.
- The initial guilt and adjustment from hectic clinical practice and embracing working from home.
- A return to academic writing, and the demands of an MSc.
- Challenging the Imposter syndrome.
- Working from home – setting boundaries.
- Setting myself high expectations, allowing permission for wellbeing and self-compassion.

### Future Plans

- To continue to champion population health unplanned care projects in the ED.
- Chair the Working Group of the Navigator Service.
- Facilitate leadership SIM practice in the ED.
- NHS England Clinical Advisory Group member for Urgent and Emergency Care.
- Embed wellbeing huddles into everyday ED practice
- Take the learning from this year and apply it to everyday practice.
- Embrace and seek future opportunities.

### Advice for Future Fellows

- Embrace the year, it flies by.
- Take the rough with the smooth.
- Book the FLP Study days early to avoid disappointment.
- Be kind to yourselves, and allow yourself permission for self-care.
- Take opportunities, be open to, and prepared to take unforeseen paths.

### Learning Points

- There are so many!
- Increased self-awareness of my own values and leadership style through the FLP courses, coaching, bi-monthly teachings and managing my own diary.
- Learning from fellows has been inspirational and helped identify and develop a passion in tackling health inequalities within urgent care.
- An appreciation and understanding of System leadership – inclusivity, allyship, sustainability, tackle health inequalities, collaboration, and compassion which has empowered me to champion these in my own leadership practice.



# Tim Denman

## Pharmacist

QI/Medical Education

**In-situ simulation & debrief: an organisational needs assessment**

**The King's Fund: Emerging Clinical Leaders**

### Summary/what has the FLP helped you deliver?

- In-situ simulation and debrief project exploring deliver of sim in the organisation, the sim training of those delivering it and their future development needs.
- Creating and trialling a sponsorship model for fellows to maintain connection with their home team and address retention issues.
- A range of interactive, clinical teaching sessions for A&E Advanced Clinical Practitioners and Physician Associates.
- Trust-wide QI teaching, support to a variety of QI projects and the QI Network celebration events.

### Achievements

- Oral presentation at the Yorkshire & Humber Future Leaders Programme annual conference on my sponsorship model.
- Co-founding and delivering 'Leadership Lab', a peer-led forum for growth and development for Pharmacy staff aligned to the 'Advanced to Consultant Level Framework.'
- Completing The King's Fund 'Emerging Clinical Leaders' programme and bringing the learning into my work as a CLF.
- Recruitment of next year's fellows.
- Organising and delivering the Trust-wide Junior Doctor and Dentist Appreciation Week & Awards.

### Challenges

- Responding to my initial project becoming unviable.
- Engaging clinical staff at one of the most challenging times in the history of the NHS.
- Recovering from burnout.
- Aligning work-streams to my core values.

### Future Plans

- Secondment in Pharmacy Workforce Development Team.
- Continue Leadership Lab & look to share model with other teams.
- Continue sustainability, EDI and patient-partner work.
- Develop coaching and mentoring skills.

### Advice for Future Fellows

- Immerse yourself in topics you care about.
- Be curious about yourself and others.
- Find your 'first followers'.
- Offer appreciation.

### Learning Points

- If you don't know where to start, just start- the where is often less important than starting.
- Most people you ask will help you if they can and will suggest someone else if they can't.
- Ask yourself, "So what?" to make sure your thoughts become actions and they have meaning.
- Single words can transform how you think about something: yet; how; imagine.



# Waqas Din

## ENT ST6

Fellow to the Future Leaders Programme

PGDip Surgical Innovation

### Achievements

- Co-Led organisation, delivery and hosting of the FLP annual conference.
- Hosted panel on health inequalities.
- Teaching provided at both HYMS and Leeds Medical school to Final year students on real-life leadership and a collaborative workplace.
- Team building sessions delivered with colleague to hospital medical teams, Leeds medical education department with good feedback, with plans to deliver further sessions to other specialties.
- Lectured at the Core surgical regional conference on workplace culture and the importance of good communication.
- Presented at EduCon to consultants and team leaders on what make a good leader.
- Virtual sessions delivered to potential FLP supervisors on what makes a good FLP bid and good Educational supervisor.
- Presented at the School of Surgery conference to promote the FLP and healthcare leadership.
- Co-designed and delivered the annual FLP report.
- Co-organised bimonthly teaching events for Fellows: topics include EDI, sustainability, health inequalities and compassionate leadership.
- Designed and published my own Podcast "Defining your success, interviewing guests including Bob Klaber, Chris Turner, Susy Stirling, Fatimah Khan-Shah, Prof Jon Wright, Ben Watson MBE and John Poyton MBE.
- Appointed TEF Quality Lead.
- Appointed Association of Otolaryngologist in Training Secretary and co-organising the AOT National conference for 2024.
- Completed PGDip in Surgical innovation at Imperial college London.

### Challenges

- Time management and juggling different aspects of the FLP.
- Learning to be kinder to myself and understand my needs to grow and develop.

### Future Plans

- Continue with teaching and speaking opportunities for students and medical departments.
- Continue publishing podcast work for 'Defining your success.'
- Aim to set-up and grow and Alumni network.
- Continue to build relationships with those I work and encourage a positive workplace culture through TEF, AOT and first-hand clinical interactions.

### Advice for Future Fellows

- Work not only on your weaknesses but your strengths.
- Try to push yourself out of your comfort zone.

### Learning Points

- Compassionate leadership should be at the heart of healthcare and is vital to improve staff well-being and patient outcomes.
- Leadership comes from strong collaboration and active listening and is an excellent way to build relationships and in developing a positive workplace culture.
- Kindness and compassion to those around you should be at the foundation of every interaction.



# Will Sapwell

## Cardiology SPR

Workplace behaviours leadership fellow

PG Cert in Medical Education, University of Sheffield

### Summary/what has the FLP helped you deliver?

- I have explored the culture within medical training programmes – particularly IMY.
- I have met with and supported trainees who have had adverse experiences in training.
- I have adapted a previous fellow's survey to be used in a research study comparing culture between different training programmes.
- I hope the results of this will inform policy locally.
- Abstracts are being submitted to present the work nationally.

### Achievements

- Selected to be Employers lead for the Yorkshire Trainee Executive Forum.
- Represented trainees at high level deanery meetings.
- Co-lead a workshop at the FLP conference "Healthy Leader, Healthy Team".
- Good performance in my PGCert, I have really developed my medical education skills.

### Challenges

- My project has been held back by administrative delays (for example, ethics approval took months).
- Some of our discussions at the bi-monthly meetings have been sobering – covering very emotive topics. Having said that, these discussions have been enlightening and will make me a better, more aware, leader.
- It has been an adjustment working from home, and setting my own schedule.

### Future Plans

- I'll be heading back into my cardiology registrar training.
- I will be continuing some leadership work one day a week as a flexible portfolio trainee.
- I will continue my research project and hope to present it widely.

### Advice for Future Fellows

- Be patient, especially with yourself.
- Be open to everything.
- Get ready to meet the most inspirational bunch of people.

### Learning Points

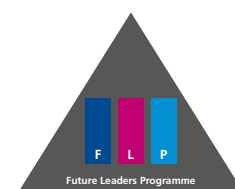
- Worthwhile projects take time.
- Equality, Diversity and Inclusion aren't just nice things to have, but vital to a successful health service.
- Relationships are key to success.





## Feedback and Stats

### 2022/2023 FLP Cohort Feedback



"I have had access to training that I would never have ever thought relevant to my career, and it's changed my perception of leadership, my career, and my future plans."

"This year has given me an opportunity to grow my leadership skills, reflect, undertake coaching, overcome my imposter and self-limiting beliefs and surprise myself on what I can achieve given the right support at the right time, amongst like-minded individuals. I only wish I had known about this opportunity ten years earlier as it would have saved me a lot of 'boulders in the road' and helped me achieve my career aspirations and belief in myself earlier."

"This has been one of the best and most empowering years of my career. Although I understand we need to deliver service and not every year could be like that, being given the opportunity to explore ideas, be challenged on our thinking and be treated as adults who can manage our time is something I hope to take forward for the rest of my career."

"A fantastic programme which is highly supportive and facilitates exceptional personal and professional development. I have been able to explore medical training and the workings of NHSE outside of my own specialty training programme, and this has been instrumental in developing my appreciation and understanding of the 'bigger picture' in healthcare."

Without the FLP, I would not have had the opportunity of time, awareness or confidence, to get involved in or learn more about such a multitude of different projects. The multi-professional group allows an excellent insight into different ways of working and thinking. I think it is vitally important that we get the opportunity to develop ourselves alongside other professionals (medical, dental, nursing, midwifery, pharmacy, physiotherapy, and other AHPs) because in the safe environment of the FLP, we are encouraged to share our ideas, learn from each other, celebrate our strengths and help each other to develop our areas of weaknesses. It has certainly been one of the highlights of my training so far to date."

"A big thank you to Susy Sterling. What an incredible programme that has been developed and nurtured. Susy's workshops and teaching sessions have been a highlight of my FLP time. Susy's role models inclusive leadership, active listening and reflective practice. She has been a genuine inspiration and the FLP programme is fantastic because of her. There is so much that can be learnt by how Susy uses language to build safety and inclusivity, and how she makes FLP feel like a welcoming team."

"Everyone should do an FLP year. The wider learning around EDI, health inequalities, sustainability, and kindness/civility should be embedded in leadership training for all."

**100%**  
**Excellence**



**43 out of 43 future leaders  
programme fellows voted  
the FLP as good to excellent**

## 2022/2023 FLP Cohort



**ALL** would recommend  
it to others

**44** New positions started in  
Leadership and Management



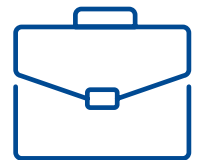
**90** Poster and Oral Presentations



**100%** 7 Fellows applied for new and more **senior  
substantive job roles** to return to after FLP within  
the region and were successful in obtaining this



**92%** of fellows have stated that they have further  
leadership/management roles after this year



**22** Quality and service  
improvement  
projects developed



**49** Workshops and  
teaching sessions  
delivered regionally



# Yorkshire and Humber Coaching Scheme

## Y&H Coaching Scheme Annual Report

### What is coaching and how is it done?

Coaching is an added-value professional activity which aims to maximise potential and enable people to achieve excellence. It is an outcome-focused time-limited process delivered through one-to-one sessions. A coach will use challenging questioning to raise the awareness of the client, help them develop new thinking about their situation, and enable positive change. A coach will not offer advice or problem-solve on the coachee's behalf.

### Why does coaching have a place in healthcare education?

Senior roles within the NHS carry significant responsibility and leadership challenges, and this has never been truer than now, with huge organisational change at national, regional, and local levels. Coaching is one of the most evidence-based ways to develop leadership skills and build confidence and effectiveness over time. Although traditionally the domain of business and sport, coaching now plays a key role in the development of capability and confidence for individuals and teams within the NHS and this is reflected in guidance from the GMC, FMLM, BMA and in Royal College curricula. Coaching is an invest-to-save initiative.

### Background to the Y&H Coaching Scheme

The Yorkshire and Humber Coaching Scheme was established in 2012 by Health Education England, now NHS England with the aim of increasing the potential and enhancing the careers of those who access coaching. An intentional distinction was drawn between coaching, and remedial support offered in circumstances of educational challenge, hence locating coaching within the Y&H Multi-professional Faculty of Leadership.<sup>1</sup>

### Growth of the Y&H Coaching Scheme

Initially introduced as a pilot scheme, following an overwhelmingly positive evaluation coaching was embedded as a core educational offering from the Deanery. Originally, the scheme was only available to specialty trainees, but access has since widened to include those in foundation, those taking an F3 year, multidisciplinary fellows on the Future Leaders Programme in Y&H, Senior Educators (Training Programme Directors, Associate Deans, Deputy Deans or the Dean) in Y&H, NHS England/HEE employees and SAS grade doctors.

### Coaching Faculty

Since the scheme began, 95 coaches have completed training and assessment. Of these 63 currently provide coaching within the scheme. Coaches may leave the faculty due to retirement or a job change which means time for coaching is unavailable. However, in two previous evaluations Y&H coaches consistently reported widespread use of coaching skills across their professional roles: specifically noting positive influence on communication with patients, families, colleagues, teams, and educational relationships.

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<sup>1</sup> Remedial work with trainees experiencing barriers to educational progress is called Professional Support Coaching and sits within Professional Support.

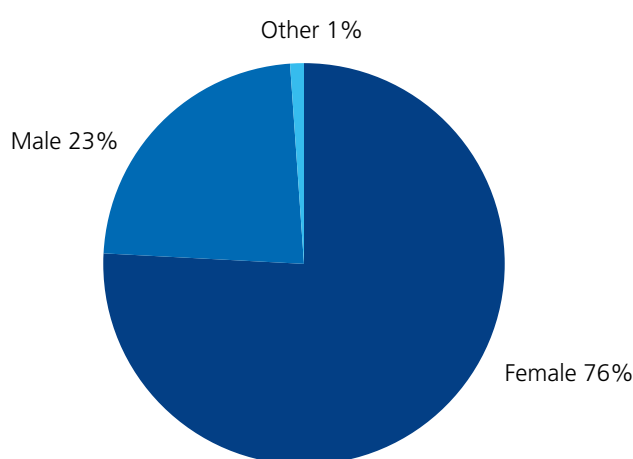
## What is available to coachees?

Coachees can receive up to six free 60–90-minute sessions with the average trainee accessing 3-4 sessions. Trainees are connected to coaches via a web portal and choose a coach from a series of profiles. Trainees are advised to pick a coach outside of their training specialty for reasons of objectivity and externality unless they specifically require mentoring.

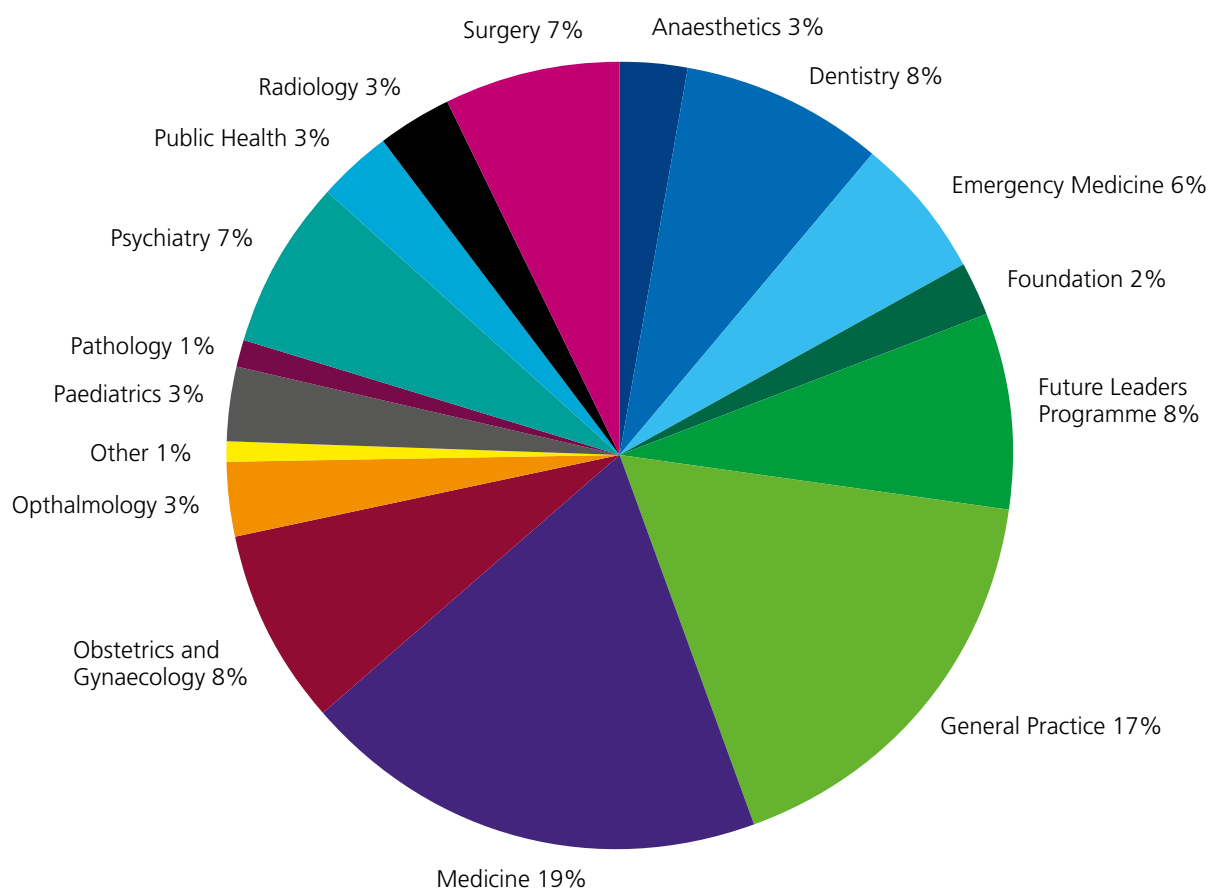
## Data from April 2022 - March 2023

From April 2022 to March 2023, 267 coachees accessed at least one coaching session, and a total of 720 coaching sessions were completed.

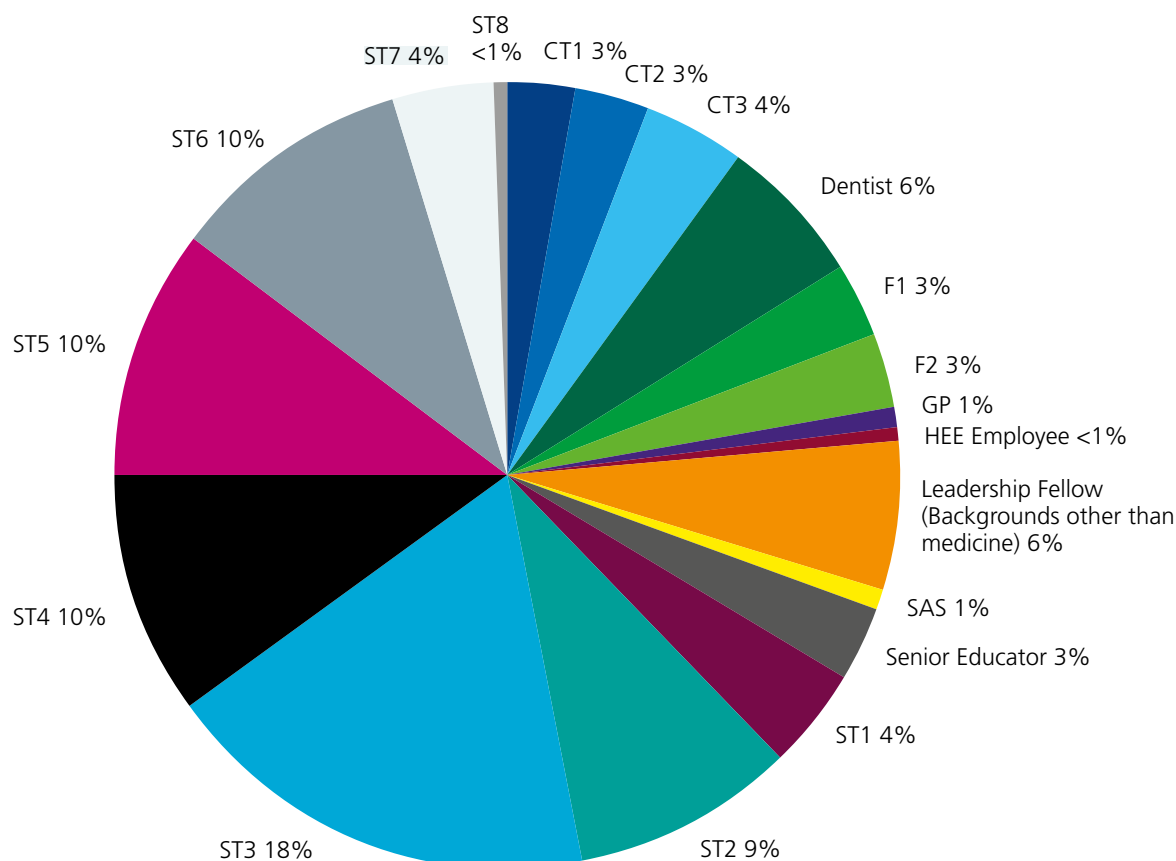
### Coachees by Gender



### Coachees by Specialty



## Coachee by Grade



## Reported impact of coaching

### Senior educator:

"I feel that by helping me to integrate clinical, and leadership & management roles it made my role in the Trust more congruent and effective."

I foresee that it will have impact on time-management and, integration of trainee development and education with patient safety."

### Trainee:

"My coach's manner and professionalism were amazing. She just had a way of asking a question in the right way that I could find the answers myself. I am more empowered to think about medical leadership and seeing myself as a future leader within the NHS."

"My coach made an environment where I felt able to talk about anything, without being judged and found that it was a great space for me to voice my thoughts and concerns."

"My coach was very approachable and easy to speak with throughout. He listened fantastically well and was very receptive to things I might say when I was talking, often managing to pick up on important aspects of what I had said which I had not necessarily taken heed of myself. He challenged

my way of thinking and gently encouraged me to start taking steps in the right direction, whilst allowing me to take the lead with this."

"The coaching has been a life changing experience and the Coach provided me with the tools that I will use throughout my whole life. I would recommend coaching to everyone."

"My coach made me feel so comfortable during the sessions. I never felt judged when sharing personal challenges. I felt they listened carefully to what I was struggling with and made the sessions really tailored towards my needs."

"I found the sessions really useful. Having a space to talk through thoughts and challenges with a 'neutral' party was really valuable. My coach was

really helpful in helping me to think about some of the limiting assumptions I've held for a long time and how I can reframe those into something more positive and productive. In terms of practicalities, I found it helpful that the sessions were very flexible in terms of how frequent and the days/time available."

"Coaching helps me set realistic goals and helps me achieve them."

"I feel more confident in leadership roles. I understand better how I react in different situations, know better what to practice to continuously improve and have been given tools to self-regulate in high stakes situations at work."

"More fresh and engaging patient interactions, having more confidence to bring my skills to the clinical teams to make improvements and lead, being able to interact more effectively with staff."

"More mindful and structured practice, meaning that the patient care is safer and better."

"After the coaching sessions my confidence, communication and speed of work all have improved significantly. Now in my mind I have a clear picture of my competencies and my limitations. I study more efficiently. As a result, I can deliver better care to patients and communicate better with

patients, their families and my colleagues. I also have more energy to work and study."

"I feel more comfortable and settled in my current training post and feel a greater sense of belonging that I had done previously."

"I feel more able to participate in meetings and conversations. I feel better able to recognise and manage my own stress. Recognising that it's okay to feel negative emotions such as stress without needing to immediately 'fix the problem'/get rid of the stress has been really powerful. I also feel better able to manage other people's stress and it has changed how I approach conversations with others when they tell me they're stressed/worried/etc."

"Coaching has made me more settled and productive than I had been previously."

"Coaching has helped me be a better leader and manager and also improved partnership working with others."

"I have been much more proactive with regards to general work and life admin. This has made my time a lot easier for me to manage."

"I've been enjoying my work so much more since these coaching sessions, and currently feel that I am training in and working in the right specialty for me."

## Coach:

"There is no area of my work that hasn't been touched by coaching and largely it is an ability to offer better quality listening and ask better quality questions."

"I do more listening now; I have an array of challenging questions up my sleeve to use at ARCP meetings."

"It is a fantastic skillset. Useful for meetings, for difficult relationships, for home life, I use my coach training in most settings".

"I would recommend the coaching scheme to people, even if they don't want to do a lot of active coaching. If you deal with trainees and colleagues, it gives you a different, more constructive way of relating to others and asking questions."

"It was better than expected, certainly the personal impact on me was quite exceptional."

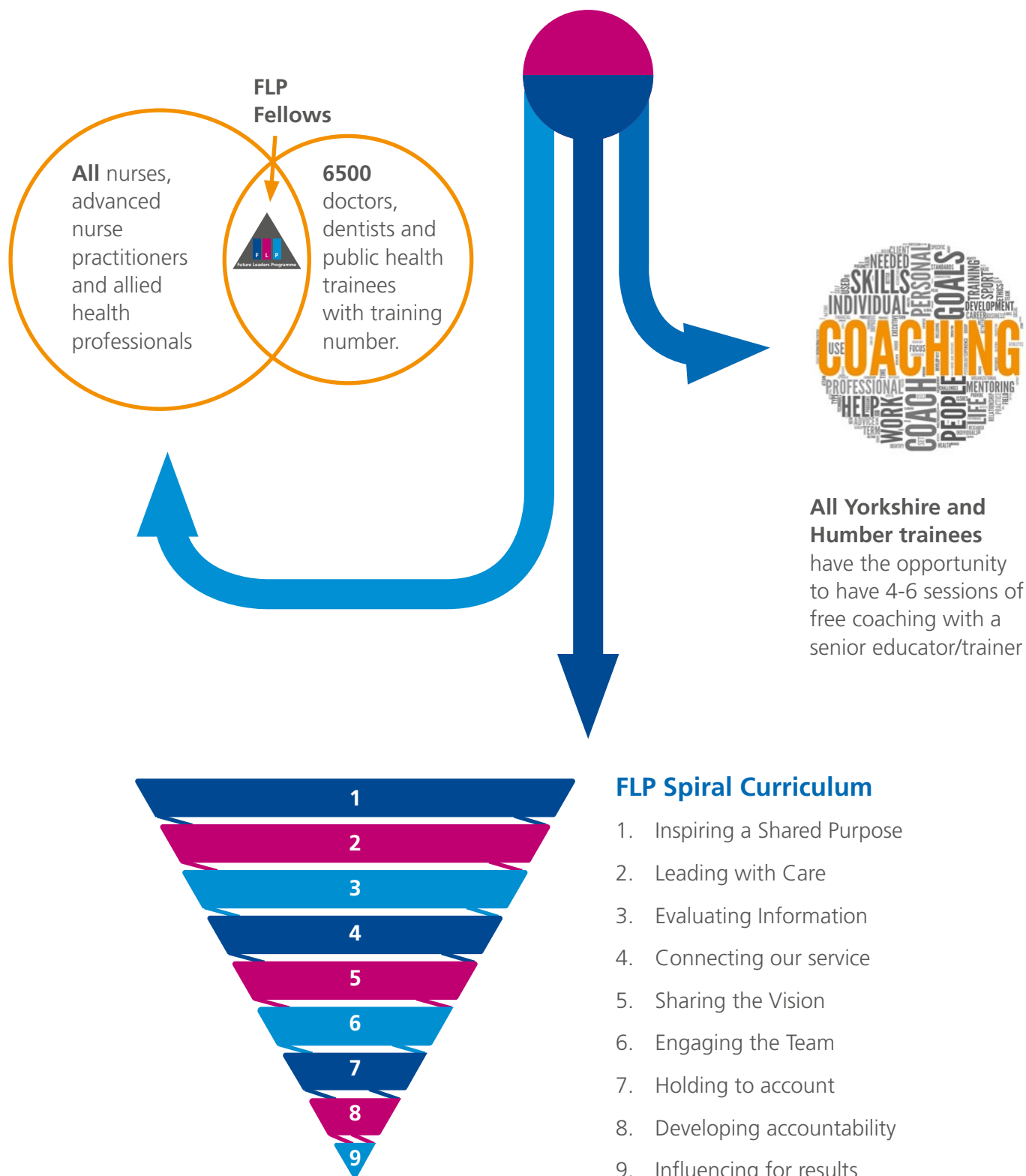
"I use my coaching skills and things I have learnt in coaching every day in my work."



# Leadership opportunities in Yorkshire and Humber

The FLP is the only multidisciplinary training opportunity at present. Currently, the YH deanery don't have a budget for training the wider workforce apart from doctors, dentists and public health trainees.

However, the FLP is unique in being open to many nurses, pharmacists and AHPs in providing leadership outputs for all fellows, with funding received from the postgraduate medical and dental budget.



# Compassionate Leadership, Culture and Wellbeing

Compassionate leadership involves a focus on relationships through careful listening to, understanding, empathising with and supporting other people, enabling those we lead to feel valued, respected and cared for, so they can reach their potential and do their best work". (West 2021).

## Civility saves lives



### Why good teams matter in healthcare

The King's Fund Survey[1] identified numerous benefits from when staff perceived themselves to be in a good team:

- Reduced Hospital Standardised Mortality Rates
- Reduced patient complaints
- Improved staff satisfaction
- Improved staff performances
- Better reported health of staff

So when we are in a team which values and respects us, the benefits impact us and our patients.

Here is a link to a TEDx talk by civility saves lives founder Dr. Chris Turner:

[https://www.youtube.com/watch?time\\_continue=3&v=4RUIhjwCDO0&embeds\\_referring\\_euri=https%3A%2F%2Fwww.civilitysaveslives.com%2F&embeds\\_referring\\_origin=https%3A%2F%2Fwww.civilitysaveslives.com&source\\_ve\\_path=MTM5MTE3LDI4NjY2&feature=emb\\_logo&themeRefresh=1](https://www.youtube.com/watch?time_continue=3&v=4RUIhjwCDO0&embeds_referring_euri=https%3A%2F%2Fwww.civilitysaveslives.com%2F&embeds_referring_origin=https%3A%2F%2Fwww.civilitysaveslives.com&source_ve_path=MTM5MTE3LDI4NjY2&feature=emb_logo&themeRefresh=1)

Listen to Dr Chris Turner as he joins FLP fellow Waqas Din on 'defining your success'

<https://open.spotify.com/episode/5rX3QUkgA9UcSP7calyMbK?si=94ef105cfd814563>

## Leading with kindness and compassion

**"Kindness in the work place is non-negotiable. There is no doubt that patient outcomes improve through kindness and compassion."**  
(Dr Bob Klaber)

A monthly Global network forum is hosted by Dr. Bob Klaber at the Imperial College London, discussing the importance of kindness in healthcare and compassionate leadership. If you would like to

join please email [bob.klaber@nhs.net](mailto:bob.klaber@nhs.net) to be added on to the mailing list.

Bob Kindly joined FLP fellow Waqas Din on his Podcast 'Defining your Success' discussing compassion leadership. Feel free to listen via the link below:

<https://rephonic.com/podcasts/defining-your-succes-with-waqas-din>

## What are we facing?

### Burnout and Compassion Fatigue:

- 1 in 5 nurses leave NHS within 3 years of joining
- Over 1 in 3 staff have been had mental or physical illness due to work stress:
  - 50% Paramedics
  - 40% Nurses
  - 35% Doctors



- 34% of ALL staff (1.4 million) feel burnt out at work the majority of the time.
- Primary care highest stress levels since 1998 for GPs
- 56% of health care providers don't think they have the time for compassion because they need to focus on other tasks including administration, reducing costs and regulation

### Incivility in Healthcare:

- 80% of recipients of incivility lose time worrying about the rudeness
- 38% reduce the quality of their work
- 48% reduce their time at work
- 25% take it out on service users

### A staff member witnessing incivility

- 50% decrease in willingness to help others
- 20% decrease in performance

### A patient/relative witnessing incivility

- 75% less enthusiasm for the organisation
- 66% feel anxious dealing with the staff

## Looking at workplace culture

Culture in healthcare refers to the collective beliefs, values, customs, practices, and behaviors that characterise a particular group of people, such as a community, ethnicity, or society, and how these factors influence the provision and reception of healthcare services. Sydney Dekker discusses how a positive culture can take months to years to nurture, but seconds to break.

### Things to consider:

- How do we do things around here?
- How does it feel to work here?
- How would others describe our workplace?

## Be Supportive

### A recipe for positive culture

**B**elonging

**E**mpathy



Sara Page,  
FLP fellow, 2022

**S**hared leadership

**U**nderstanding

**P**urpose

**P**sychological safety

**O**pportunity to influence

**R**espect

**T**rust

**I**nclusion

**V**ulnerability

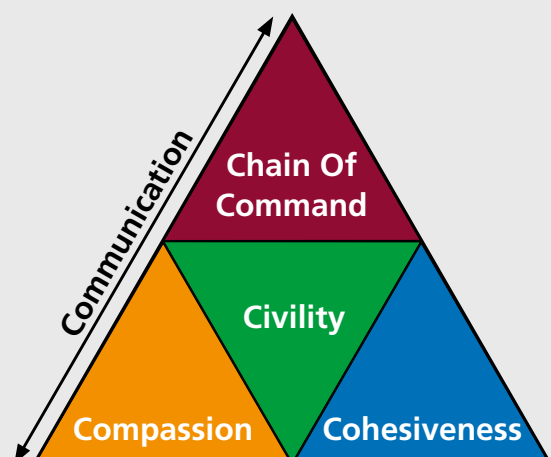
**E**ffectiveness

## Improving collaboration in the workplace

- Culture is influenced by how people treat each other and behave within an organisation.
- A positive team culture will consist of shared aims, compassionate leadership and strong communication.
- High Performing Teams need 3 things:
  - competence
  - capacity
  - culture

Emily Langford FLP fellow Sunjay Jain, 2023

### The 5 c's of Collaborative Team Culture



# Alumni Career paths and achievements (Alumni tree and blue profiles)

## James Tomlinson

**MA MB BChir PGDip (Ed) PGCert (Med Lead) FRCS FFSTEd**

**Consultant spinal surgeon working at Sheffield Teaching Hospitals NHS Foundation Trust.**



**Cohort** - 2014/2015



**FLP Post** -

Fellow to the Future Leaders Programme



**Level at time of FLP** - ST8 Orthopaedics

"I think it is entirely fair to say many of the above would have never happened without my FLP year which was a career and life changing opportunity!"

### Achievements and roles

- Harvard Capstone Faculty
- Australian Orthopaedic Association (AOA) Training programme review panel - part of international group undertaking review of Australian T&O training
- Human Factors Lead, Sheffield Teaching Hospitals
- Deputy Director, Faculty of Surgical Trainers, RCSEd
- BOA ABC Fellow - Visited US/Canada centres of excellence to
- Orthopaedic SAC Liason Member
- Orthopaedic National Selection Design Group
- Associate Dean, Quality, Yorks & Humber
- Orthopaedic Academic TPD
- Supervisor to 4 surgical and 3 non surgical FLP fellows

## Ben Holden

**MBChB BMedSci(Hons) MPH MD(Res) PGCert MFPH FRSPH FHEA MAcadMED**

**ST5 in Public Health, Yorkshire and the Humber**



**Cohort** - 2021/2022



**FLP Post** - Striving for Health Equity across South Yorkshire



**Level at time of FLP** - ST3 Public Health

"In Spring 2022, I was selected to be the Public Health Registrar to the Chief Medical Officer (CMO) for England. I have

spent the last 12 months in this national placement (based in London) supporting Professor Chris Whitty in his role."

### Achievements and roles

- Public Health Registrar to the Chief Medical Officer (CMO) for England Professor Chris Witty
- Operational leadership roles in early stages of COVID-19 pandemic
- Supported development of NHS health inequalities strategies across South Yorkshire
- Worked at the Office for Health Improvement and Disparities
- Completed Michael Porter's Value-Based Health Care Delivery Intensive Seminar at Harvard Business School

# Kate Kontou

## Population Health Fellow, Clinical Programme Manager - Long Covid.



**Cohort** - 2020/2021



**FLP Post** -

Fellow to the Future Leaders Programme



**Level at time of FLP** -

Band 7 physiotherapist

“The FLP was a turning point for me and has had a significantly positive impact on my career journey. It allowed me to look outside the box, and provided inspiration and support to push myself outside my

comfort zone in a psychologically safe environment. There has been a restored sense of excitement, not just for work, but about my future potential and what is within the realms of possible.”

### Achievements and roles

- Undertook a National Population Health Fellowship
- Successful in obtaining a Wellcome Trust PHD
- Band 8a Clinical Programme Manager responsible for overseeing the city-wide Long Covid Programme strategically and Rehabilitation Hub clinically and operationally
- Shortlisted for a Chief AHP Officer Awards 2023 held by the office of health improvement and disparities.

# Raveen Jayasuriya

## BMedSci, MSc, MBChB, MRCS

### ST8 in Orthopaedics, Yorkshire and the Humber



**Cohort** - 2020/2021



**FLP Post** - School of Surgery Leadership

Fellow – Non-Technical Skills/Culture change



**Level at time of FLP** - ST6 Orthopaedics

#### Outputs during my FLP year

- Co-applicant on successful NIHR HTA grant (£2.5m)
- Winner of Medical Director's QI Award 2020/21 (STH)
- Authorship
  - 2 national collaborative projects
  - 2 peer reviewed publications
- Conference presentations
  - 5 oral,
  - 10 poster

### Achievements and roles

- 9 national conference prizes and 2 regional prizes
- Completed MSc in Surgical Innovation, winning the Imperial College Deans Faculty Prize for top marks in the year group
- Finalised and delivered an annual course for the deanery: Transition to Consultant Surgeon Course in 2022 (1 day event) and 2023 (2 day event)
- 14 conference presentation on this body of work: PRISMA scoping review,
- Interview study
- Mixed methods study
- Design of new course,
- Almost 2 years of the PhD completed - returning to training in Oct 2023
- Secured a Post CCT fellowship for 2026.

# Melody Redman

Sc (Hons), MBBS, PGCert HPE, PGCert ClinRes, PGCert IHML, FHEA, MRCPCH

## ST5 in Clinical Genetics, Yorkshire and the Humber.



**Cohort** - 2019/2020



**FLP Post** -  
Child Health Workforce planning



**Level at time of FLP** - ACF/ST3 Paediatrics

“My FLP post had a significant impact on my career. Through my roles and experiences since, I feel I am able - in a small way - to help shape healthcare around me beyond my day to day clinical role.

I would highly recommend the FLP and am so grateful for the opportunities it has given me.”

## Achievements and roles

- Deputy Chair of the BMA Board of Science
- Successfully applied for Clinical Genetics training in Leeds during FLP
- Registrar lead for workforce planning for the Clinical Genetics Society
- Lead two workforce reports leading to increased training numbers in Clinical Genetics
- Clinical Genomics Education Fellow with the Academy of Medical Royal Colleges

# James Crick

FRCGP FFPH

## Clinical Place Director (East Riding of Yorkshire & Hull).



**Cohort** - 2014/2015



**FLP Post** -  
Fellow to the Future Leaders Programme



**Level at time of FLP** - ST4 Public Health

“The FLP supported me in reflecting on where I wanted to be and the sort of leader that inspired me and that I wanted to become – this was not a small ask for someone with an imposter syndrome the size of mine. I developed a network of trusted colleagues, and the confidence to

seek out opportunities and recognise the different approaches needed to support people to deliver our collective goal.”

## Achievements and roles

- Appointed Public Health Consultant and Associate Medical Director with Hull City Council and NHS Hull CCG
- Supported quality improvement work across the Hull health and care system with the Y&H Human Factors faculty
- Currently Place Clinical Director (Medical Director) for the East Riding of Yorkshire and Hull as part of the Humber and North Yorkshire ICB
- Leading clinically across the local system, and across the wider ICB on multiple pieces of work
- Supervised FLP Fellow working across the ICB on population health management implementation
- NHS Leadership Academy 360 facilitator



# Leadership Roles of Future Leaders Programme Alumni



"Were it not for my year as a leadership fellow, I would not have considered applying for a role that had "director" in the job title. Following my FLP I. I have recently applied for and appointed to a post as Place Clinical Director (Medical Director) for the East Riding of Yorkshire and Hull as part of the Humber and North Yorkshire ICB."

"I have supervised an FLP Fellow who worked across the ICB on population health management implementation and continue to support colleague development through NHS Leadership Academy 360 facilitation."

"The FLP fellowship has provided me with an incredible opportunity to move out of my silo and experience the wider NHS. I have become acutely aware of some of the broader issues that we are facing, such as healthcare inequalities, workforce retention crises, challenges faced by BME and IMG staff and the lack of support offered, climate impact and blame culture. I have had time to reflect on my self-development and consider the qualities that I hope will shape me to become a compassionate leader."

# FLP Fellow podcasts

## SupportTT YH International Medical Graduate Podcast Series by Raykal Sim

How can we better support new IMG doctors? A podcast for trainees, trainers and all staff working with IMG colleagues in the NHS. **Listen now on Spotify, Google or Apple Podcasts**



## Defining Your Success with Waqas Din

### What defines success?

Success is something we all strive to achieve. For some it's the job title, the pay check and the social status. For others, it's the time you free up from work to spend with the people and pursuits that make you happiest.

The **'Defining your Success'** podcast series will interview a wide range of guest speakers, seeking to explore a wide range of possible responses to the question 'what is success?'

<https://open.spotify.com/show/7oNoNTXtQR6pwbVbAXo7AU?si=3a0358daffb44ed0>

## Finding fair health by Harvir Braich

I find that the problems and solutions to tackling health inequalities feels challenging. I often feel like I don't know enough or have the confidence to speak up. The magnitude and complexity of the problem makes it difficult to know where to start.

Sometimes what feels like the right answer can often feel political, complicated and impossible. I'll be speaking to experienced colleagues who are also



interested in and currently working on reducing health inequalities. We'll be speaking about the current problems and possible solutions in this area on our journey to finding fair health.

# Conference Report

The 10th annual Future Leaders' Conference took place on Friday 24th March 2023 at the Hilton Hotel Leeds City Centre, the first in person event since the COVID 19 pandemic. The tagline for of the conference was 'Leadership for All' with a focus on developing, motivating and inspiring leaders and future leaders of the NHS workforce.

The current cost of living crisis is having a huge impact on our communities, services and workforce and that was reflected throughout the day through the speakers, exhibitionists and workshops.

The conference proved popular with 237 people registering and 180 joining us on the day. The agenda was packed with two inspiring keynote speakers, two panels, four workshops and six oral presentations. Starting the day off was the first keynote speaker, Ben Watson OBE, paralympic gold medallist who shared his journey through adversity to achieve a paralympic gold medal in cycling. The following two panels created much discussion amongst attendees, the first being a Future Leaders Programme alumni panel with Dr Rammina Yassaie, Dr Dafydd Hammond-Jones, Sophie Blow and current fellow John Oliver, discussing their journeys to leadership positions within the NHS following the FLP. Delegates enjoyed a second panel hosted by current fellow Mr Waqas Din which focused on 'Poverty in the UK and Challenges faced by Healthcare Leaders' with speakers from a variety of backgrounds generating lots of thought-provoking discussion; Jon Poyton, co-founder of Redthread Charity; Kate Pickett, Professor of Epidemiology at University of York; Fatima Kahn-Shah, West Yorkshire Health and Care Partnership and West Yorkshire Race Equality Network and current fellow Dr Ciaran O'Neill

Following the panels, delegates were able to choose from four workshops to attend, focusing on the main priorities of the FLP this year; 'Being more you: discovering and living into your core values'; 'Environmental sustainability in healthcare'; Impact of Collaboration'; 'Healthy Leader, healthy team'.

The academic poster competition received 52 entries, the six highest scoring abstracts were invited to give a short oral presentation on the day, with the winners being chosen by an independent panel of FLP alumni. The poster competition was won by Dr Raykal Sims for her work around improving support for international medical graduates and the oral presentation was won by Dr Sharul Dube for her work in developing a photography group in her local GP practice to highlight the need for healthcare professionals to allow for self-compassion.

Ester Jamera, senior project nurse and co-chair of the BME staff network at Leeds Teaching Hospitals closed the day with her inspiring speech focusing on overcoming challenges.

There was an emphasis on equality, diversity and inclusion throughout the day, with a diverse range of speakers and panellists. Breastfeeding and expressing facilities for those delegates breastfeeding and/or expressing milk. The conference was held during Ramadan and a prayer room was available with Friday prayers lead by one of the current fellows. Complimentary sanitary products were made available in both male and female toilets and pipe cleaners and pom poms were available on the tables for those delegates that find they need to keep their hands busy throughout the day.

The dedication, hard work and teamwork of the brilliant conference committee was highlighted through the excellent feedback, with attendees specifically mentioning the diversity and inclusivity of the day as well as feeling inspired and motivated.



# Well-being, self-compassion and embracing diversity in the FLP

Following the widespread burnout of many healthcare professionals it was felt important to focus on self-compassion and the personal well-being of fellows through a variety activities.

In February 2023 fellow Richard Burne organised a well-being day in Sheffield. The packed programme had something for everybody, focusing on mind, body and spirit and a lot of laughs! We were treated

to games and activities, team challenges, quizzes, a guided reflective art session and a yoga class.

Much fun was had by all, but most importantly the day brought the cohort closer together through shared experiences and teamworking. The day came mid-way through the fellowship year when fellows were working hard on their projects and personal development. Fellows were left refreshed and with increased motivation to continue their great leadership work.





Fellows were also encouraged to take the learning from the equality, diversity and inclusivity focused bimonthly further throughout the year. We invited fellows to celebrate multiple festivals together,

including Eid, Vaisakhi, Chinese New Year and Christmas. A huge thank you to all the fellows that shared their faiths and cultures with the group.



Other organised activities by fellows to develop our understanding of EDI and ensure we were promoting mental wellbeing for all included a guided tour and reflection of the 'The Colour of

Anxiety: Race, Sexuality and Disorder in Victorian Sculpture' exhibition at the Henry Moore Institute in Leeds; walks in the beautiful Yorkshire countryside, a challenging bike ride and a final trip to Alton Towers.





## Journal Club Catalogue

Aug 22: Emma Howe

**The Boy the Mole the Fox and the Horse by Charlie Mackesy.** Also see below.

Sept 22: Rajin Choudhury:

**Applying the science of learning to medical education**

Dec 22: Esme Ward:

**Top tips for a sustainable Christmas by the WWF**

Jan 23: Chui Yan:

**Causes of death among people who used illicit opioids in England**

Feb 23: Ciaran O'Neill:

**Overcoming the 'self-limiting' nature of QI: can we improve the quality of patient care while caring for staff?**

March 23: Eve Holroyd:

**Barriers to health promotion with overweight or obese children, young people and their families**

April 23 @ - Hosted by Jenny Girdler:

**Health equity in England: The Marmot Review 10 years on.**



# The Boy the Mole the Fox and the Horse Quotes

"What is the bravest thing you've ever said?" **"Help,"** said the horse.

"What do you want to be when you grow up?" **"Kind,"** said the boy.

"What do you think success is?" **"To love,"** said the mole.

"Always remember you matter, you're important and you are loved, and you bring to this world things no one else can."

"Doing nothing with friends is never doing nothing, is it?" **"No,"** said the mole.

"One of our greatest freedoms is how we react to things."

"We have such a long way to go." **"Yes, but look how far we've come,"** said the horse.

"Is your glass half empty or half full?" **"I think I'm grateful to have a glass,"** said the boy.

"How do they look so together and perfect?" **"There's a lot of frantic paddling going on beneath,"** said the horse.

"Do you have a favourite saying?" **"Yes,"** said the mole **"if at first you don't succeed, have some cake."**

"What do you think is the biggest waste of time?" **"Comparing yourself to others,"** said the mole.

"To be honest, I often feel I have nothing interesting to say." **"Being honest is always interesting,"** said the horse.

"I can fly. But I stopped because it made other horses jealous."

"Do you have any other advice?" **"Don't measure how valuable you are by the way you are treated,"** said the horse.

The Boy, the mole,  
the fox and the Horse



Charlie Mackesy



# Bimonthly Meetings Summary.

## Bimonthly Meetings

The relaxation of COVID 19 restrictions meant fellows were able to hold bimonthly meetings in person. Fellows benefitted from the regular meetings throughout the year as a way to network, share ideas and overcome the isolation that working from home can bring.

The focus of the bimonthlies was around the poignant topics currently affecting healthcare services and the workforce. Fellows were able to learn through a series of speakers, sharing of their own expertise and lived experiences, workshops and guided reflections.

### September 2022

September 2022 focused on fellows connecting, sharing their projects and developing personal learning objectives for the year ahead. Fellow alumni Ricky Hurley shared with us her project work and her experience of adjusting to a non-clinical way of working during the FLP. Other fellows shared their personal journeys and projects with the group. The cohort came together and the foundations for psychological safety, allowing for vulnerability, learning and development for the year were laid.

### November 2022

November's bimonthly focused on equality, diversity and inclusion. A day of challenging perceptions and reflection left fellows with a renewed appreciation for the communities we serve and our own workforce. Fellows Raykal Sim and Helen Watson led a workshop focusing on fellows exploring their own core values before four main topics were discussed; LGBT+, disabilities, racism and females in the work place, with a combination of presentations from both fellows and outside speakers, followed by guided reflection sessions. Paul Carruthers, lead nurse for the national transgender service and trust lead for LGBT+ for Leeds Teaching Hospitals attended and shared his experiences with the group and his work with the transgender community. Dr Taj Hassan joined via video-link o discuss how to build on your leadership journey. Finally fellow Has Haider led a session of personal reflection, encouraging fellows to make their own 1-year and 5-year goals.

## January 2023

The cost-of-living crisis was the focus for January's bimonthly. External speakers from the Trussel Trust foodbank and Doncaster Health Inequalities lead for PLACE Mandy Espey, Shared the impact of the current financial climate on communities. As well as fellows sharing their projects and journeys with the group, fellows Alice Pullinger, Sally Martin and Laura Jones presented thought-provoking sessions on the impact of health inequalities on different services and communities. Fellows also came together to donate food to the Trussel Trust food bank.

## March 2023

Sustainability and the impact of the climate change was explored in March, with fellows being encouraged to use public transport to attend and a meat-free lunch being provided. Fellows Jenny Girdler, Esme Ward and Luke Hunt helped to create a thought-provoking day with a workshop focusing on how to ensure sustainable quality improvement in healthcare led by Victoria Knott, presentations from fellow Jenny Girdler on the impact of climate change and the need for sustainable healthcare, fellow Esme Ward on the impact of anaesthetic gases on climate and a case study from fellow Luke Hunt on decarbonising infection control practice. Presentations were given by external speakers Ghazala Ahmad-Mear and Alisdair Wardrope on the South Pole energy challenge and how healthcare workers can act for climate justice respectively. Other fellows also shared their projects and journeys and as always there was time for guided reflection of the content of the day.

## May 2023

The increasingly important subject of compassion and kindness were reflected upon in May 2023. Fellow Has Haider presented a compassion session, fellows Emma Duffy and Waqas Din led a compassion workshop with fellow Emily Langford finishing the day by leading a compassion circle for fellows. External speakers John Wright and Joanna Mutlow presented on humanist pastoral care. Fellow Will Sapwell also taught fellows on the impact and importance of politics on healthcare along with fellows sharing their journeys and fellow alumni Sara Page joining to share her project on microaggressions and compassionate workplace culture.

## July 2023

The focus of the final bimonthly was largely on reflection of fellow's achievements and development over the year. Fellows came together to share their experiences and develop plans to take their learning back into clinical practice. The day started with fellow Sarah Ellis sharing a goosebump inducing poem she had written about our time on the FLP. Alumni Kate Kontou and Elizabeth Sweeting led a Q&A session for fellows, focusing on return to clinical practice and how to overcome the challenges they may face. Fellows Waqas Din, Emma Duffy & Hasneen Haider led a final session of reflections and brought back the goals fellows had written at the beginning of the year, allowing for reflection and further goal setting as fellows finish the FLP. Fellows also shared their final projects and journeys. This was a day of celebration of the fellows and the brilliant work they had achieved over the year, with the 'FLP Oscars' bringing the final bimonthly to a close.

# FLP Poem: An ode to the FLP by Sarah Miller

## An Ode to the FLP

As our FLP journey draws to an end,  
It's back to clinical work we go.  
Let's look back to see all that we've learnt  
And the wisdom we can bestow.

Last August feels like yesterday.  
As our FLP journey began  
As Brene, and Nancy 'came our new way of life,  
We were converts and all soon a fan.

Bi-monthly speed dating, how we talked and talked  
A fabulous cohort, that soon became clear.  
The 'journeys' inspiring, and Mum and Dad set the scene,  
for a fun and chilled FLP year.

Socials a-plenty with Chui-Yan in charge  
With walks, cultural lunches and more.  
Grace's leisurely bike ride, Has's pancake flips  
Alton Towers, still more fun in store

Ric's legendary teamwork day, an FLP high  
Filled with bubbles, yoga and art  
The competitive streaks, traitors and cheats  
The future CEO's set apart.

We all truly bonded, by growing less stupid,  
In the safe space, of Susy's course days  
We role played & presented our passions and fears  
Our imposters now but a haze.

A trip to London, for Kings fund,  
And a photo with Marmot himself,  
Another hero of the FLP,  
To promote equity in health.

The FLP conference, what a success  
The fellows did us proud  
Expert panels, presenters, and Raj's IT  
Just no coat thieves in future allowed!

How we'll miss the bi-monthly's,  
the agenda always a treat  
With fascination, we'd listen to speakers and fellows,  
The shared compassion 'll be hard to beat.

Will for MP, Fadilou song writer,  
And Raj's endless talents  
The passion from Esme, Jenny and Luke  
We all pledged to reset the balance.

Monthly quizzes became virtual socials,  
Dubious drawings, Taylor Swift cryptic fun  
The standard slowly grew higher,  
And somehow Waqas often won.

As Friday teatime approaches,  
The weekly update eagerly due,  
Dad's light-hearted banter and sign-off,  
Mum's tolerance shone through.

5 weddings, 2 engagements, and a baby  
What an FLP year!  
Not forgetting Harvir's new pat cat  
As a family, we've shared the cheer.

Its joyous to hear the achievements,  
As our projects draw to a close  
Promotions, publications and podcasts  
As future leaders, we're now real pro's.

We've grown to be inclusive, sustainable allies  
To be curious, authentic and kind  
To challenge health inequalities,  
And be more Susy in thought and in mind.

As a leadership course, its given so much more,  
You've inspired, we've grown together.  
The FLP legacy, and friendships made,  
Will be cherished and impact forever.

**Sarah Ellis, FLP Fellow**

# Epilogue

**Dear 2022 – 2023 fellows,  
many congratulations to you all!**

As I read your summary reports I feel so impressed and moved by your motivation and commitment to improving the health and social care landscape. You have each achieved an enormous amount this year and have much to be proud of. I hope you each feel an immense sense of pride for all your hard work and your achievements this year.

As your fellowships draw to a close, we are in a time of turmoil – NHS workforce strikes, a cost-of-living crisis, widening health inequalities and a pressurized, demoralised workforce. However, as we know there are enthusiasts like you ready to do the hard work to turn around those wicked problems. If you are the future leaders of healthcare then I feel inspired, hopeful, and confident in your abilities to generate lasting improvements for both patients and staff.

I am also impressed by the range and depth of the connections I have seen form across the cohort, and the generosity in supporting each other. As you know connection and belonging are hugely important foundations for compassionate leadership. I am pleased to see you walking the walk and embodying compassionate leadership in your professional relationships. I have no doubt this will serve you well as you move forwards in your career, and that the connections forged this year will last well beyond it.

Wishing each of you all the very best as you continue your leadership journey – I look forward with great interest in seeing where you go,

Warm regards,

**Susy Stirling**

Associate Dean & Future Leaders Programme Lead.