

2024

2024

2024

2024

2024

The Healthcare Leadership Academy
COMMUNITY REPORT



PUBLISHED IN JANUARY 2025

Table of Contents

Foreword | Namita Kumar 01

Director | Johann Malawana 02

Chair of the HLA Executive | George Miller 04

Director of Communications | Pedra Rabiee 05

HLA Conference 06

Cohort Directors' Weekend 2024 Report 08

HLA at The House of Lords 10

HLA Café 12

HLA x MA Research Collaborative 14

HLA Mentorship Programme 19

Women in Healthcare Leadership 22

HLA Cohorts 24



Foreword | Namita Kumar

Postgraduate Dean, Consultant Physician and Rheumatologist,
MBChB MD MMed FRCP FAcadMED

I have been teaching and training for over 30 years. I have seen the role and expectations of doctors and clinicians change in that time. Being good clinically is just not enough. Review after review of the NHS tells us that we need clinical leadership for a better clinical service. We know that institutions that are led by clinicians and doctors have better healthcare outcomes. However, this is not for every doctor. Only for those who have the aptitude and skills.

The HLA builds on this aptitude and interest, encourages aspiration, and teaches techniques to help us all be the best leaders and managers we can be. I am a firm believer that the best leaders are also effective managers. With my educational hat on we know that one size does not fit all. We all have learning preferences and the huge variety of learning methods offered by the HLA means that we can all play to our strengths.

The ability to network with individuals you would not usually meet also allows sharing of knowledge, skills and attitudes that you can apply to your own circumstances, in a non-threatening way rather than solely an academic pursuit.

I personally stumbled across professional leadership and management skills in my career. In my career since I have tried to formalise learning and provide opportunities so that everyone has access. It has been an absolute delight for me to work with the HLA not only for the variety of opportunities, but the content and the use of modern teaching and learning methods.

When our careers are harder than they should be, we are our own best support, so it makes the utmost sense to equip the newer generation with all the skills they need to offer excellent healthcare, and excellent teaching and training.

I look forward to seeing the HLA go from strength to strength.



Namita Kumar

Director | Johann Malawana

It is with immense pride and a deep sense of responsibility that I introduce this report from the HLA. In a time of unprecedented challenges, the importance of leadership in healthcare has never been more apparent. Around the world, healthcare systems are under tremendous pressure, and it is clear that strong, compassionate, and adaptable leadership is essential for navigating these complexities. Leadership is not about titles or hierarchy; it is a set of actions and attitudes that can and should be embraced by every individual, regardless of their position within an organisation. As a community, we are committed to supporting healthcare professionals in their leadership journeys, empowering them to drive meaningful change within their teams and beyond.

Central to effective leadership is the principle of autonomy in decision-making. Nowhere is this more crucial than in healthcare, where clinicians face critical, often life-altering, decisions daily. Those working at the frontline—doctors, nurses, dentists, and allied health professionals—must be equipped with the skills and confidence to make informed decisions, and they must be trusted to act on those decisions. A top-down approach is not fit for purpose in the dynamic and complex environment of modern healthcare. Instead, decision-making should be distributed, empowering individuals across all levels to take ownership of their actions and outcomes. This fosters a sense of agency, responsibility, and agility, which are critical to improving patient care.

Equally important is the need to build strong networks and foster community. Healthcare can be an isolating field, especially in times of crisis, but collaboration and collective wisdom are invaluable. No leader operates in a vacuum, and no clinician should either. The HLA recognizes the vital role that the community plays in supporting, challenging, and inspiring healthcare professionals and students. We are dedicated to creating spaces—both virtual and physical—where clinicians can connect, share experiences, and collaborate on innovative solutions. Through these connections, we can break down silos, strengthen our collective knowledge, and improve care outcomes globally.

At its core, the HLA is about supporting individual clinicians across the globe, helping them to grow as leaders in their respective fields. Our mission is not to impose rigid, one-size-fits-all solutions but to build up



Johann Malawana

Director | Johann Malawana

the unique leadership capabilities of each individual. We recognize that leadership in healthcare is highly contextual and that effective leaders must adapt to the specific cultural, social, and structural challenges they face. However, there are universal values—such as compassion, resilience, and collaboration—that underpin strong leadership and it is these values that we seek to nurture.

By supporting individual clinicians, we are making an investment in the future of healthcare itself. Our role as an organisation is to provide clinicians with the tools, networks, and resources they need to thrive as leaders, whether through mentorship, education, or community-building initiatives. We believe that by empowering clinicians to lead, we are contributing to a global movement for better healthcare—one that is more patient-centred, innovative, and sustainable.

This report reflects our commitment to building a global community of healthcare leaders who are prepared to lead not only in times of stability but also in moments of crisis. The future of healthcare leadership is one of collaboration, adaptability, and courage, and we are honored to be part of this journey with you.



Chair of the HLA Executive | George Miller

I extend my heartfelt congratulations to all the scholars who have completed the HLA Scholars' Programme this year. This accomplishment is truly remarkable, and I hope you take great joy in celebrating this milestone with your loved ones. You have achieved this through outstanding dedication and effort, and this moment is a testament to your hard work.

Reflecting on the journeys of our scholars over the last year, we may consider the question at the heart of the HLA Scholarship: how do you make a difference in the world? Finding a satisfying answer to that question is the central preoccupation of a scholar's time in the HLA. Our scholars look for the answer in many different fields: as academics, as civil servants, as leaders in non-profits. They knock on many doors, trying to find an answer to that question, to learn what pathways can be found.

I wrote last year about the prevailing sentiment that we live in a divided world with healthcare systems struggling to remain sustainable. However, it remains true that the narrative of our future still lies in our collective choices—between embracing optimism and succumbing to despair, between nurturing hope and surrendering to resignation. The HLA is deeply committed to the belief that change for the better is not only possible but necessary, often through countless small acts of perseverance each day.

Thus, wherever our scholars find their meaning, their point of difference in the world, we are inspired by their stories. Their progress has often emerged against a backdrop of real uncertainty, but as they often remind me—if they had waited for security or certainty before pursuing excellence and hope, those pursuits might never have started.

I am continually inspired by our scholars' achievements and the significance of their work. Their innovative projects have gained impressive recognition and have thrived precisely because of the obstacles they've overcome. After all, it is often through facing significant challenges that true innovation and hope are born. It ultimately comes down to a choice—seeing the obstacles on the path as opportunities rather than setbacks, and interpreting our struggles as part of a larger, meaningful path.



George Miller

Director of Communications | Pedra Rabiee

As I reflect on the past year at the HLA, it is clear that we are undergoing a period of significant growth and transformation. The evolution of our organisation is not just marked by expanding numbers but also by the strengthening of our team and the broadening of our impact.

This year, I am particularly excited about the expansion of our team, which has allowed us to bring on dedicated members who are advancing our strategic initiatives. I want to specifically acknowledge Ellen Nelson-Rowe, the Assistant Director of Communications, who has been instrumental in developing and implementing communication strategies that have significantly enhanced our engagement with the community. Her efforts ensure that our values are not only communicated clearly but also resonate deeply with our diverse audience.

Our team has now expanded into key areas, including Networks, Programmes, and Awards. This growth reflects not only the increasing numbers within our community but also the heightened involvement of our alumni in significant events such as the Community Weekends, the House of Lords, and our Networking Events. As we enter the eighth year of the organization, we anticipate new challenges as we navigate uncharted waters and explore new directions. It is crucial that we remain focused on our core mission: nurturing the leaders of tomorrow.

On a personal note, I am embarking on a new chapter as I begin my academic clinical training in obstetrics and gynecology. This experience has given me a fresh perspective on the healthcare system, highlighting the growing demand for high-quality healthcare amidst the chaos. As we work harder than ever, it is natural to question our purpose and goals.

Many of my colleagues are pursuing passions beyond their professional roles, whether it's spending time with family or exploring entrepreneurial ventures, yet time remains a limiting factor. We are entering an era where self-reflection and understanding our self-worth are more important than ever.

In this context, effective communication becomes crucial. It's not just about sharing information but about knowing and articulating the direction you want to go. What is your story, and how does it align with your leadership goals? As I grapple with these existential questions myself, I encourage you to reflect on your own motivations. I leave you with what may not seem like a simple question: Why do you want to be a leader?



Pedra Rabiee

HLA Conference



HLA Conference

The HLA Annual Conference (25th November 2023), themed “Beyond Words: Communication in Healthcare Leadership,” brought together HLA scholars and other professionals to explore the crucial role of communication in healthcare. We were privileged to have Vivianne Ihekweazu, Managing Director of Nigeria Health Watch, as the keynote speaker. With over 20 years of experience in health communication and advocacy, Vivianne highlighted how strategic communication can drive improvements in health outcomes. Drawing from her extensive work in Nigeria, including during the COVID-19 pandemic, she shared insights on how effective communication shapes public health messaging and supports campaigns in areas like maternal health, nutrition, and health security.

The conference also featured two workshops, both focused on addressing gender-based violence through the lens of communication. The workshops were inspired by the work of HLA alumna Kokob Gebru Kidanu in Ethiopia. The first workshop tasked participants with developing communication strategies to raise awareness and promote campaigns combating gender-based violence within Ethiopia. This session encouraged attendees to think critically about how to craft and deliver impactful messages that drive societal change. The second workshop built

on this theme, focusing on public speaking skills within the context of gender-based violence. Participants practised delivering persuasive speeches tailored to various audiences, including the media, reinforcing the importance of clear, targeted communication in leadership.

Together, these sessions enabled participants to explore communication strategies for addressing a sensitive and significant topic, equipping them with practical tools to apply in future projects. By honing their communication skills, attendees were empowered to lead change in healthcare and address critical societal challenges, such as gender-based violence, in their ongoing and future work.



Cohort Directors' Weekend

Cohort Directors' Weekend

In its third year, the Cohort Director Weekend served as a pivotal gathering for the HLAs leadership team, building on the successes of previous years. Set against the serene backdrop of Devon, the event provided a dedicated space for cohort directors to strengthen connections while focusing on the long-term strategy and growth of the HLA. A central theme of the weekend was enhancing collaboration among directors, sharing insights into their lead areas and identifying strategies for improved communication. Discussions delved into shaping the future trajectory of the HLA, reflecting on the past seven years to ensure a lasting impact. The weekend reinforced the vital role cohort directors play in supporting scholars and fostering unity within the leadership team.

The weekend also featured workshops facilitated by Peter Cave, based on Priya Parkers "The Art of Gathering," which examined the components of purposeful gatherings and their application to HLA initiatives. Informal bonding activities, including beach walks, yoga, and local food sampling, further strengthened cohesion among directors, emphasizing the importance of collaboration for the sustainability of the HLA. Special thanks were extended to Johann Malawana and his family for their hospitality, contributing to a warm and inviting atmosphere for reflection and innovation.



HLA at The House of Lords

HLA at the House of Lords

This year, we returned to the House of Lords on Tuesday, 14th May 2024 for our panel discussion and networking event, which featured two round tables focusing on pressing issues: AI in healthcare and gender-based violence.

The round table on gender-based violence began by examining the work of our research group at MedicsAcademy, which also comprises HLA scholars and alumni. Discussions highlighted the challenges women face in training within developing nations, such as inadequate support and significant barriers. The conversation then shifted to the issue of sexual harassment within the UK hospital context. The consensus was that addressing gender-based violence requires not only improved policies but also effective implementation to drive real change.

The AI round table explored the increasing integration of artificial intelligence in the medical field. Participants discussed how AI can enhance efficiency, such as using software to streamline patient discharges. However, the need for robust regulatory systems was emphasized, particularly concerning accountability and acceptable practices when AI predictions fail. Additionally, the discussion addressed data protection, focusing on how patients can reclaim ownership of their data to prevent misuse and ensure it is not sold to third parties.

Overall, the event served as a significant platform for highlighting key challenges and opportunities within healthcare sectors across the world. The dynamic discussions provided valuable insights and generated actionable ideas for advancing both AI integration and gender-based violence interventions. The House of Lords event not only provided an opportunity to explore thoughtful approaches to these issues but also reinforced the importance of ongoing engagement and collaboration among stakeholders to drive meaningful progress.



HLA Café



HLA Café | Leila Ellis

In our third year of the HLA Café, we have continued to evolve and enrich the experience whilst focusing on building deeper connections between scholars at the start of their journey with the HLA. This year, over the course of seven weeks, the HLA community once again came together to participate in dynamic and engaging virtual sessions.

Building on the success of previous years, this year's HLA Café featured a range of compelling themes, including leadership in the post-pandemic world, digital health transformation, and the role of AI in healthcare. Additionally, we explored critical topics such as health equity, environmental sustainability in healthcare, and the importance of mental health for leaders. These themes were chosen not only to challenge our scholars but also to reflect the rapidly changing landscape of healthcare and leadership.

The HLA Café has continued to serve as a vibrant hub where scholars, both new and seasoned, along with alumni, have the opportunity to connect, collaborate, and inspire one another. Each session was a lively forum for exploring new projects, exchanging innovative ideas, and engaging in thought-provoking

discussions centred around the weekly themes. The Café provided a supportive and collaborative environment, fostering a spirit of cooperation and camaraderie that is at the heart of the HLA community.

Much like the broader HLA community, the HLA Café embodies the ethos of shared learning and support. It is a place where meaningful connections are nurtured, extending beyond the traditional confines of academic settings. As we look forward to another year, we remain committed to maintaining and expanding this space for growth, connection, and inspiration.



Leila Ellis

HLA x MA Research Collaborative



Research Director | Arian Arjomandi Rad

As the Research Director at the HLA Academy, I oversee a dynamic team of over 20 scholars focused on exploring technology-enhanced healthcare provision, addressing global health inequalities, and advancing medical education. With a passion for innovation, leadership, and research, my interests span the intersection of surgery, medical technology, and digital health. During my tenure with the HLA, both with my work in the HLA and in a personal capacity, I have published over 80 papers, edited three books, delivered more than 40 national and international presentations, and received 13 academic awards.

Introduction to the HLA Research Collaborative Purpose and Evolution

The HLA x MA Research Collaborative has steadily evolved with the ambitious goal of becoming a pivotal reference in the field of technology-enhanced healthcare provision and medical education. This development comes at a crucial time, as the global community faces unparalleled challenges that underscore the importance of equipping the next generation of healthcare professionals with a solid foundation in both theoretical and practical research methodologies. These skills enable professionals to formulate, investigate, and answer critical research questions, driving significant advancements in healthcare.



Arian Arjomandi Rad

Expansion and Future Directions

Recruiting Speciality Leads for Research

We are now expanding the unit to recruit specialty leads for research. This expansion is a critical step in diversifying our research capabilities and deepening our expertise across various domains of healthcare. These specialty leads will play a crucial role in driving forward research projects that address specific, high-impact areas in healthcare, contributing to our overall mission of advancing global health.

Ongoing Projects and Collaborations

In addition to expanding our team, we are in the process of writing two book series with Springer. These publications will further solidify the HLA x MA Research Collaborative's position as a thought leader in healthcare research, providing valuable insights and guidance on key topics in medical education and healthcare innovation.

Advancements in Healthcare Technology

As healthcare systems worldwide undergo significant transformation driven by technological advancements, the HLA x MA Research Collaborative is deeply engaged in exploring these changes. From telehealth platforms to artificial intelligence in diagnostics, our unit is committed to understanding how these innovations can improve patient outcomes, streamline healthcare processes, and enhance overall efficiency. By critically assessing the efficacy and potential challenges of these technologies, we aim to ensure that

Addressing Global Healthcare Workforce Challenges

The HLA x MA Research Collaborative's research is pivotal in uncovering insights to optimize workforce capacities, innovate training paradigms, and formulate strategies for long-term sustainability. This research is essential for ensuring that healthcare professionals remain capable of delivering efficient and effective care under increasing pressure.

Educational Contributions

The HLA Research Masterclass

The HLA Research Masterclass is designed to guide students and healthcare professionals through the complex landscape of medical research. The masterclass, characterized by its competitive entry and no-cost delivery, offers a series of lectures encompassing a wide spectrum of clinical research knowledge and skills.

Strategic Goals of the HLA x MA Research Collaborative

Enhancing Healthcare Through Research

The HLA x MA Research Collaborative is dedicated to answering pivotal questions that can significantly impact health systems worldwide. These include supporting clinical healthcare leaders in system improvements, integrating clinicians more deeply into the strategic direction of health systems, increasing the healthcare workforce to meet growing demands, and identifying scalable, impactful training solutions through technology.

Key Research Questions

- How do we support clinical healthcare leaders in improving health systems?
- How do clinicians take a more fundamental role in the strategy and direction of health systems?
- How do we increase the healthcare workforce to meet global demands?
- What are the basic building blocks of training clinicians that can be scaled through technology, and which is the most impactful?

The HLA x MA Research Collaborative continues to achieve outstanding research output, contributing significantly to the global healthcare community.



During the short period since its establishment, the HLA Research Unit has achieved outstanding research output. Some examples of publications in peer-reviewed journals include:

1. Zarif A, Bandyopadhyay S, Miller G, Malawana J. Delivering medical leadership training through the Healthcare Leadership Academy: a four-year analysis. *BMC Med Educ*. 2024 Feb 25;24(1):194. doi: 10.1186/s12909-024-05031-y.

2. Shah V, Soh CL, Chhatwal K, Kucharczak J, Airapetyan AA, Avavde D, Torabi S, Mackenzie A, Miller G, Vardanyan R, Arjomandi Rad A, Malawana J. Autologous breast reconstruction in low- and middle-income countries (LMICs): a systematic review of current practices and challenges. *Minerva Surg*. 2024 Feb;79(1):73-81. doi : 10.23736/S2724-5691.23.10111-0.

3. Quake SYL, Khoda F, Arjomandi Rad A, Subbiah Ponniah H, Vardanyan R, Frisoni P, Arjomandi Rad H, Brasesco M, Mustoe S, Godfrey J, Miller G, Malawana J. The Current Status and Challenges of Prehospital Trauma Care in Low- and Middle-Income Countries: A Systematic Review. *Prehosp Emerg Care*. 2024;28(1):76-86.doi: 10.1080/10903127.2023.2165744.

4. Nanchahal S, Arjomandi Rad A, Naruka V, Chacko J, Liu G, Afoke J, Miller G, Malawana J, Punjabi P. Mitral valve surgery assisted by virtual and augmented reality: Cardiac surgery at the front of innovation. *Perfusion*. 2024 Mar;39(2):244-255. doi: 10.1177/02676591221137480.

5. Arjomandi Rad A, Subbiah Ponniah H, Shah V, Nanchahal S, Vardanyan R, Miller G, Malawana J. Leading Transformation in Medical Education Through Extended Reality. *Adv Exp Med Biol*. 2023;1421:161-173. doi: 10.1007/978-3-031-30379-1_7.

6. Dawidziuk A, Miller G, Malawana J. Visualisation Approaches in Technology-Enhanced Medical Simulation Learning: Current Evidence and Future Directions. *Adv Exp Med Biol*. 2023;1421:175-190. doi: 10.1007/978-3-031-30379-1_8. PMID: 37524988. (Book Chapter)
Link: https://link.springer.com/chapter/10.1007/978-3-031-30379-1_8.



HLA Mentorship Programme



HLA Mentorship Programme |

Jacob Bloor

The HLA is committed to excellence, and our mentors play a pivotal role in this commitment. Our distinguished selection of mentors bring a wealth of knowledge and experience to their roles, coupled with a profound passion for nurturing talent and fostering growth.

The mentorship program recognizes that true leadership goes beyond technical expertise; it encompasses empathy, integrity, and the ability to inspire. This year, we've had the privilege of expanding our mentorship program significantly, achieving remarkable success in building a supportive community that nurtures both our scholars' personal and professional development.

Key Successes:

- **Establishing and Running a Comprehensive Mentorship Programme:**

We are proud to have set up and managed a thriving mentorship programme, with over 40 mentor-mentee relationships formed this year. These partnerships have provided invaluable support across all career stages, assisting with HLA projects as well as broader personal and professional development. The programme has been a cornerstone in helping our scholars navigate their leadership journeys.

- **Enhancing Mentor Skillsets through Targeted Workshops:**

At the HLA, we are deeply committed to equipping our mentors with the tools they need to offer the best possible support. This year, we ran a series of workshops designed to enhance their skills, including the introduction of a mental health toolkit for addressing mentee anxiety and strategies for managing situations when things aren't going well. These workshops have empowered our mentors to provide even more effective guidance to their mentees.

- **Launching a New Mentorship Section on the HLA Website:**

To further support our community, we have collated detailed mentor bios and launched a new section on the HLA website. This resource allows scholars to gain insights into the diverse backgrounds and expertise of our mentors, facilitating more informed and compatible pairings.

<https://www.thehealthcareleadership.academy/mentorship-programme>



Jacob Bloor

2024 intake of scholars

Looking ahead, we are excited to build on this year's successes with even more ambitious plans for the HLA mentorship program:

- **Expanding the Programme:**

We aim to deliver a larger mentorship programme with more mentor-mentee relationships, ensuring that every scholar has access to tailored support.

- **Tailored Pairings:**

We will focus on more tailored allocations and pairings to ensure compatibility and maximise the impact of each mentorship relationship through regular feedback.

- **New Opportunities:**

In addition to scholars, we plan to introduce mentorship opportunities for current cohort directors, further enriching our leadership community.

- **Internationale Expansion:**

We are excited to extend our mentorship support internationally, with a focus on supporting Ethiopian scholars through our programme.

- **Incorporating Theory of Mentorship:**

We will incorporate the theory of mentorship into cohort days for scholars, providing them with a deeper understanding of mentorship's value and impact.

As always, the HLA mentorship programme remains dedicated to creating a community that celebrates the successes and talents of our members. We look forward to helping our next cohorts grow and develop, and to watching our alumni continue to flourish. The connections and relationships built through this programme are designed to last a lifetime, ensuring that our scholars always have a network of support as they advance in their careers. Through the transformative power of mentorship, we can shape the future of healthcare together.



Women in Healthcare Leadership



HLA Women in Healthcare

Leadership Network | Dasha Ibrahim

The Women in Healthcare Leadership (WiHL) network group has been committed to advancing gender equality, addressing challenges, and supporting women in leadership ever since its creation in 2019. This group has focused on raising awareness through education, starting conversations, and creating a space for individuals to come together to help each other in facing discrimination and aiding progression on their leadership journeys.

Over the past year, WiHL has led several initiatives, particularly the 100 Word Project and a highly stimulating Round Table Discussion themed on Gender-Based Violence (GBV) at the House of Lords. This work has not only raised this topic to the forefront of conversation but has supported healthcare professionals worldwide in creating a more inclusive environment within healthcare.

The 100 Word Project, a wide-reaching social media campaign now in its fifth year, focused on sexism in UK healthcare. The project had two phases: the first exposed the realities of gender-based discrimination in healthcare, sharing key facts, statistics, and real-life examples. Posts reached a broad audience, including

GMC, NHS trusts, and advocates. The second phase took a solutions-oriented approach, showcasing examples of good practice and positive change across the UK. This project raised awareness and inspired others nationwide and globally.

Another significant update from WiHL was the House of Lords Round Table event, focused on GBV, which gathered scholars, alumni, leaders, and advocates. The discussion explored how GBV disproportionately affects women, especially in areas of conflict like Ethiopia, and emphasised the need for culture change, better training, and effective support systems.

Looking to the future, WiHL aims to expand through networking events, strategic collaborations, and more opportunities for HLA members, to empower women into leadership positions, challenge the status quo, and promote inclusive leadership spaces where all professionals can thrive.



Dasha Ibrahim

HLA Cohorts



Cohort Director | Chevonne Risbrooke

Cohort 38 - Amsterdam Virtual

This year, the Amsterdam Virtual cohort was a truly international one, with scholars from Ethiopia, Australia, the UK, and Europe. We were even more fortunate to have a range of health professionals, including doctors, dentists, and mental health practitioners. The diversity of our group provided varied and insightful perspectives during our cohort days, based around the six pillars of the HLA.

One memorable session was our discussion on health systems internationally, where we explored the contrast in managing health systems in resource-deficient territories, particularly in regions like Tigray, Ethiopia, facing the instability of civil war. These and many other discussions challenged us to think beyond what we may have known already, often facilitated by learning from each other. As a group, scholars were able to bring their skills and experience to problem-solve during project workshop discussions, displaying camaraderie and teamwork. It was always so interesting to hear about the development of the scholars' projects and the amazing achievements they accomplished.

We also learned fun facts, like Ethiopia celebrating their New Year on the 11th of September! Despite juggling many different time zones—whether it was late evening in Australia or midday in the UK—the time spent as a cohort was always exciting. What an amazing year it has been! We hope each scholar has taken away something valuable for the inevitable success of their individual pursuits.



Chevonne Risbrooke

Cohort Directors | Leila Ellis, Eamon Rawlins and Christine Muhota

Cohort 39 - Bristol

This year has been another remarkable journey for the Bristol cohort, with a talented and diverse group of students and clinicians. Our cohort represented a wide array of backgrounds, bringing together a rich mix of perspectives and experiences.

Throughout the year, we engaged in a variety of activities, including practical workshops, theoretical teaching sessions, and inspiring talks from guest speakers. We took great pleasure in refining previous educational content and introducing entirely new sessions, all designed to align more closely with the six pillars of the HLA. Our focus was on fostering an open, supportive environment where scholars could learn not just from the curriculum but also from one another. We, too, have deeply valued the opportunity to learn from the varied and insightful experiences our scholars have brought to the table.

Our scholars have shown exceptional commitment and innovation in advancing their projects and making significant strides in their respective fields.

As they continue their careers and embark on new paths, we look forward to helping them sustain the relationships and skills they have honed.

We sincerely thank our scholars for their dedication and active participation throughout the year. We are also grateful to everyone, both within and outside the HLA, who contributed to delivering these sessions, helping to make this year such a success.



Leila Ellis



Eamon Rawlins



Christine Muhota

Cohort Directors | Iain Campbell and Owens Iguodala

Cohort 40 - HLA Scotland (Edinburgh)

HLA Scotland's scholars have benefited massively from our partnership with the University of Glasgow who have provided the outstanding facilities for this year's contact sessions with inspiring surroundings including spectacular spires and Gothic architecture.

This has been a year of huge personal growth for scholars, with projects ranging from educational tech start-ups to addressing disability discrimination in the medical workplace, and everything in between. Our tight-knit group of scholars has bonded through media training, tense contract negotiations, and delivering pitches to, and taking questions from, panels of investors.

Strong bonds have been formed that will continue providing a network of peer support long into the future. The end of the cohort year is always an emotional affair, marking the end of a shared journey, but also a beginning where we enjoy watching what our scholars will go on to achieve.



Iain Campbell



Owens Iguodala

Cohort Directors | Eleanor Morris and Ellen Nelson-Rowe

Cohort 41 - Leeds

2023/4 marked the second year of the HLA Leeds cohort, a hybrid cohort with both online and in-person contact days, each themed around the six core pillars of the HLA. We welcomed nine new scholars from a range of professional disciplines and experience levels.

Throughout the year, we ask our scholars for updates and feedback on their projects. We were inspired by the variety of projects delivered, including the prestigious 100 Word Project on Sexism in Healthcare, a Leadership Course for International Medical Graduates, and the “SFP Unlocked” initiative supporting medical students applying for the specialised foundation programme.

Our scholars actively participated in workshops and presented topics, with highlights like “ABC” lightning talks on their vision of healthcare’s future, ‘life hacks’, and inspirations.

We also invited HLA faculty and supporters to deliver sessions, including Melody Redman’s talk on resilience, Johann Malawana and Elliot Engers’ innovation workshop, and Adil Oliver Sharif’s media training. This has been an exciting year for our cohort, with several scholars adopting further roles within the HLA. We intend to build on this with a Leeds-based networking event and more opportunities.



Eleanor Morris



Ellen Nelson-Rowe

Cohort Directors | George Miller, Pedra Rabiee and Omar Risk

Cohort 42 - London 2 Virtual

This year's international virtual cohort shone a deservedly bright spotlight on future leaders in global South-North collaboration to tackle global health challenges. We welcomed scholars from Bangladesh, Ethiopia, and the UK. Our scholars brought their visions, expertise, and lived experiences to open a dialogue with their HLA colleagues that was bold, serious, and candid. Their projects all addressed themes with significant impacts for the communities of practice they served within their settings. These projects, sometimes addressing grave themes, included reducing surgical site infections for people having caesarean births in Sierra Leone (Awol Yemane), addressing structural shortcomings in the transition into UK healthcare for international medical graduates (Ifeoluwa Esther Okoume), developing a deeper outlook for the HLA's own mentorship program (Intishar Rashad), widening participation in UK medicine through structured mentorship (Khalisah Shoaib), and organising against rape as a genocidal weapon of war in Tigray (Rahel Kidanemariam). As cohort directors, we feel proud and privileged to have had the opportunity to facilitate this connection between future healthcare leaders.



George Miller



Pedra Rabiee



Omar Risk

Cohort Director | **Soham Bandyopadhyay** Cohort 43 - London 3 Virtual

Over the past academic year, the London Virtual 3 Cohort of the HLA made significant strides in advancing HLA's mission to develop global healthcare leadership through an expansive virtual cohort program. Participants from various countries, including Italy, Greece, Ethiopia, Pakistan, and the UK, engaged in activities designed to cultivate essential leadership qualities. The program featured virtual workshops covering crisis management, digital health innovations, and sustainable healthcare practices, equipping participants with tools to apply within their healthcare settings.

Cross-cultural exchanges allowed participants to explore different healthcare systems and share best practices. Project-based learning activities furthered real-world health challenges, promoting teamwork and project management skills.

Leadership development remained central, with activities focusing on communication, negotiation, and strategic decision-making. Reflective practices ensured the program's relevance and alignment with participants' needs, and all participants agreed on its benefits.



Soham Bandyopadhyay

Cohort Directors | Ilaf Moslawy, Jacob Bloor, and Asha Thomson

Cohort 44 - London

We have had the privilege of witnessing the incredible journey of our scholars throughout this academic year. The London cohort has had a dynamic mix of in-person and virtual sessions, providing them with a well-rounded and enriching experience.

Our in-person sessions, held in the heart of London at venues in Hackney and Camden, were particularly impactful. Scholars participated in hands-on media training with Adil Oliver Sharif, honing their skills in communication and public engagement. These sessions were not just about learning; they were also about building camaraderie. After each session, the group came together to go out for dinner, fostering a strong sense of community and connection.

The virtual sessions have been equally engaging, covering a diverse range of topics essential for leadership in healthcare. From mentorship and debating to negotiating, networking, AI, and presentation skills, the London cohort has shown exceptional enthusiasm and commitment. What stands out most is how this group has exemplified the true spirit of collaboration and support. Despite facing various challenges this year, the way they have rallied around each other has been nothing short of inspiring.

Beyond their sessions, the London cohort has delivered outstanding projects and final presentations. From launching new businesses and authoring books to inspiring peers within the profession, each scholar has demonstrated creativity, resilience, and leadership. This year's cohort has truly embodied the values of the HLA, and we are incredibly proud of all they have accomplished.



Jacob Bloor



Ilaf Moslawy



Asha Thomson

Cohort Directors | Vassili Crispi and Carina Dowson

Cohort 45 - Newcastle

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

We have held a mixture of face-to-face and virtual sessions this year, using each platform for the advantages it offers. We started our year with a brilliant workshop by Matt Prior exploring life online, and we would like to thank him for his support. In March, Adil Oliver Sharif delivered an enthusiastic and stimulating media training, and Johann Malawana led the very enjoyable negotiation sessions. We finished with another brilliant keynote talk from Namita Kumar.

The changes to the HLA curriculum to bring consistency across the cohorts and a structure easy to follow were welcomed by our scholars. We have explored the six pillars of leadership throughout our sessions. We have also been able to benefit from other cohorts' experiences by introducing new workshops and sharing these across our network. For example, we explored the role of privilege in leadership and decision-making.

We have seen the progress and growth of scholars throughout this year, as they learned and reflected on themselves as leaders, alongside gaining key leadership skills. They were encouraged to work as a team, and there was much learning from each other. We enjoyed debating topics and contemplating how to manage difficult scenarios.

We also delivered the first HLA networking event in March, bringing together past scholars from the Newcastle cohort with this year's cohort. Organised by Carina Dowson, this was a successful example of the relevance of networking for leadership and within our community. We will replicate this next year and build upon it to organise more networking sessions across the four nations.

The final sessions included the project presentations; it was evident the amount of work that had gone in, and everyone's achievements were celebrated. It was a great way to finish off another successful year, and we are already looking forward to the programme for 2024-25.



Vassili Crispi



Carina Dowson



**We wish to thank our whole HLA community
for a successful 8th year and
we look forward to many more to follow.**



2024 2024 2024