



The Emerging Women Leaders Programme

2023/24 yearbook



Royal College
of Physicians

Foreword



As the RCP vice president for education and training, it gives me great pleasure to introduce the yearbook for our 2023/24 cohort of emerging women leaders (EWL).

The individuals you will meet in the following pages are female doctors who are in the early years of consultant-level leadership journeys. Yet even at the start of the programme they had already achieved so much, and I felt humbled and privileged to get to know and mentor some of them.

Promoting diversity, inclusion and working towards narrowing the gender leadership gap is something I am very passionate about. Women remain underrepresented in senior leadership roles, and this negatively impacts on health outcomes for all. Women make up over 70% of the global health workforce but only 25% hold senior leadership roles in high-income countries, and less than 5% in lower middle-income countries. In the UK, women make up 77% of the NHS workforce but only 37% hold board executive roles and only 13% hold senior academic positions. Women from Black and Asian minority ethnic backgrounds remain significantly underrepresented in leadership roles in the UK. Women's disadvantage intersects with and is multiplied by other identities such as race, class and other protected characteristics.

Evidence shows that role modelling, mentoring and building networks with early career support and leadership training is the key to addressing the challenges women face in their leadership careers. The emphasis of the EWL Programme is on building leadership capability, capacity and credibility in aspiring female leaders through mentoring and protected gender-specific leadership development and networking opportunities.

Since the programme's launch in 2017 with the support of the Wolfson Foundation, we have seen it go from strength to strength. The success and impact have been measured with the continued popularity of the programme as well as the positive feedback and outputs of the participants. It has been wonderful to hear and see the successful journeys of the participants over the years, attaining roles that seemed previously not possible and working on projects which are making a huge impact within and beyond their organisations. We are very proud of them all.

As we continue, during these challenging times, to deliver compassionate, effective, efficient and holistic care to populations both locally and abroad, I am confident that these doctors will rise to the task. Their future journeys will be scaffolded by fresh knowledge and experiences provided by the EWL Programme but, perhaps more importantly, by enacting the collaborative style they have witnessed and interacting with the new colleagues and friends they have made. It has been a pleasure to observe their development over the years and we wish them the very best for the future and look forward to hearing about their journeys and successes in the years to come.

Dr Mumtaz Patel

Senior censor and vice president for education and training; acting as president
Royal College of Physicians



Would you recommend the programme?

Yes

Barbara Lachana Onen

Acute and general internal medicine consultant

What have you gained from the programme?

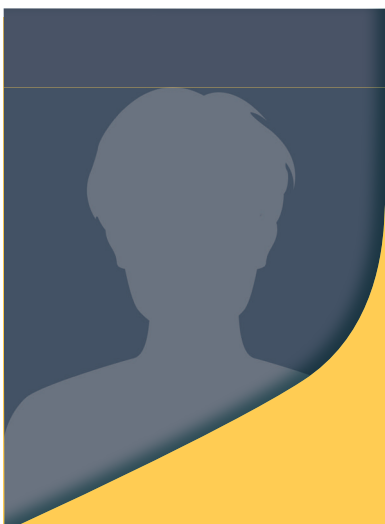
The programme has enhanced my appreciation of NHS leadership, focusing on women in medicine, barriers, and enablers. It was timely, coinciding with my new role as the medical same day emergency care lead 3 months into my new consultant journey.

I gained confidence in a safe and supportive environment; enabling me to negotiate my job plan, ask for parity and learn leadership and practical problem-solving skills. Dedicated exercises and reflective practice honed my leadership style. Hearing different leadership journeys and challenges from inspiring women in the programme was invaluable.

How has the programme affected your leadership journey so far?

It taught me how to build effective teams by understanding team roles and harnessing motivation. As medical same day emergency care lead, role modelling fostered a positive team culture, improved team work and earned positive trainee feedback.

Quality improvement projects engaged nurses and doctors, who felt invested in the unit. In conjunction with constant feedback, we were able to double the capacity of patients seen in the unit without extra cost, receiving positive patient feedback. I am continually learning on this leadership journey but feel confident navigating changes with the tools, mentors, and supportive peer environment I've gained.



Would you recommend the programme?

Yes

Bethia Nickols

Consultant respiratory physician

What have you gained from the programme?

The value of reflection and taking a step back from the clinical work to see the bigger picture.

How has the programme affected your leadership journey so far?

It has given me a more rounded approach to leadership.



Chia Ling Tey

Respiratory consultant

What have you gained from the programme?

The programme has equipped me with new concepts, built my soft skills and, along the way, the training has helped me to understand myself better and my leadership style.

After each of the sessions, I reflect on what I really need to work on to push myself forward in my leadership journey and a reminder to never underestimate the power of diplomacy and networking in this endeavour. In the last 6 months, I think I have managed to lay down the foundations required to further develop new respiratory interventional services for my department.

How has the programme affected your leadership journey so far?

I feel better equipped in managing challenging scenarios at work by better understanding my communication style, adopting new coping skills and learning how to influence and empower others. My overall professional experience has been positive after starting this programme.

I've enjoyed meeting so many dynamic colleagues from various specialties and backgrounds and the discussions we've had, bouncing off ideas and sharing experiences.

Would you recommend the programme?

I came across this programme on International Women's Day in 2023 and embarking on it has been one of the best decisions I have made for myself at this stage of my career. Yes, absolutely I would recommend this!



Gemma Winzor

Consultant microbiologist

What have you gained from the programme?

A lot of self-reflection and tools that have helped me to identify my leadership strengths and challenges. Also, tools to help my resilience and teamworking abilities. A strong network of female NHS consultants.

How has the programme affected your leadership journey so far?

I now feel much more confident in applying for leadership positions and career planning, based upon my overall career aims and objectives.

Would you recommend the programme?

Yes, definitely.

Louise Newell

Consultant dermatologist

What have you gained from the programme?

The programme has vastly improved my understanding of the leadership role, via presenting various aspects of leadership theory, in combination with lots of lively peer discussion. The opportunity to hear first-hand about the leadership journeys of multiple inspirational women has been very insightful and a real privilege.

How has the programme affected your leadership journey so far?

I have a better understanding of my strengths and weaknesses, which is helping to inform my approach to my current clinical lead role, and I feel better equipped to approach some of the projects and problems I am encountering.

Would you recommend the programme?

Yes

Natalie Offord

Consultant geriatrician and quality improvement medical officer

What have you gained from the programme?

It has been a complete privilege to learn alongside this dedicated and talented group of women. I have taken away so much from our discussions and debate about leadership, and from hearing their stories.

I have been given a lot of helpful advice that I have been able to translate into action to make a difference in my current roles, particularly from my brilliant mentor. It has been fantastic to hear from senior women leaders within medicine; their stories really resonated with me even though I am at an earlier stage in my career as a consultant, and they have given me a lot to reflect on as I move forward.

How has the programme affected your leadership journey so far?

The Emerging Women Leaders Programme came at a great time for me, as I was looking to establish myself in a newly-created QI leadership role within my organisation.

Over the last year I have been able to successfully integrate myself into the improvement team at the trust, and influence both current improvement work and the future direction. From a personal perspective I have a better appreciation of the importance of effective self-awareness and self-management, and I can see how developing in these areas will directly help me to be a more effective leader.

Would you recommend the programme?

Absolutely – I would recommend to anyone and I don't think it matters if you have been a consultant for 1 year or 10 – this will help you to develop as a leader.



Parul Shah

Consultant physician and geriatrician

Would you recommend the programme?

Yes, definitely. It is a course which should be introduced at an earlier stage of specialist registrar training to all women doctors, regardless of their interest in institutional level leadership roles. This could identify hidden potential earlier on which can benefit the healthcare system as a whole.

What have you gained from the programme?

I enrolled onto the programme not knowing what to expect. Now I feel that I have found myself again having felt like a burnt-out doctor before this course. Sharing stories in a safe space with other women physicians was immensely useful way to explore and learn from others.

I have found a new friend in my coach who has instilled more confidence in me with her way of looking at positives in my interpersonal communication style. I enjoyed listening to awe-inspiring and motivational speeches of many prominent women leaders in person. They have encouraged me to think differently and express my vision to others.

How has the programme affected your leadership journey so far?

As the course progressed, I discovered more aspects of my own personality and my leadership potential using all the tools and assessments that were provided. The way the course is run is a credit to the organisers and facilitators. I have been filled with renewed enthusiasm to re-embark on my leadership journey.

Since starting on the course, I have been able to be more assertive when chairing the meetings and able to work more cohesively in a team. I have recently embarked on a large scale CQI project for recognition and management of frailty in a mental health trust.





Roshina Gnanadurai

Consultant in microbiology and infectious diseases; antimicrobial stewardship lead

Would you recommend the programme?

Yes, I would recommend this programme. Historically there have been barriers to women progressing in NHS leadership, and it is time for a change. This course allows one to have time and space to reflect, think, discuss and grow in the leadership journey with like-minded women.

What have you gained from the programme?

It has been very valuable to meet other women in leadership positions, to hear their stories, share challenges and learn from each other. The learning sets were a useful way to gain insight into a particular issue, often resulting in a novel way to approach it. I have learnt more about myself and my strengths and have identified areas in which I have focused improvement. This has been fruitful and improved my confidence. My perceptions of leadership have changed and enabled me to look at myself as a leader with my own style.

Understanding team dynamics and different roles in teams has also been thought-provoking in thinking about my own team's make-up, strengths and attributes, but also where improvements can be made. The course has certainly been thought-provoking and enabled me to have time to reflect on my own leadership role and the challenges I have found.

How has the programme affected your leadership journey so far?

I now feel comfortable with the label 'leader' and am finding my own leadership style. The exercise regarding 'our values' was an interesting one, and resonated with me that these should be foremost in how I approach my role. The course has led me to identify areas which may have held me back in my leadership role and actively address them.

Going through the course; from understanding my own strengths and leadership style, to understanding team dynamics and roles with its own challenges, including working within a resource limited NHS has allowed reflection at each point, usually recognising an area or issue that I may approach in a different way.

Networking with a cohort of inspiring women early in their careers has been such a great opportunity, and I have learnt so much through our time together





Suzan Hatipoglu

Consultant cardiologist

Would you recommend the programme?

I would highly recommend the programme; especially the access to mentorship, which was exceptional.

What have you gained from the programme?

Discussing challenges of working in complex NHS systems in a safe space with peers made me feel supported. The contribution of participants during group discussions was the most valuable experience for me.

I gained insight into how interpersonal relationships affect the workplace and got practical tips on creating a positive and fair environment for staff members.

How has the programme affected your leadership journey so far?

After completing this programme, I am more likely to step in and take initiative when leadership opportunities arise in my organisation.

I believe that the theoretical knowledge delivered and practical examples discussed will help me to overcome hurdles during my quality improvement and service development journey. As an example, currently I am working on developing a new cardiac imaging service.



Melissa Maguire

Consultant neurologist

Would you recommend the programme?

Absolutely. I have found this to be one of the most enjoyable and inspiring courses.

What have you gained from the programme?

The course has provided insights into challenges faced by women in the workplace, how to build effective teams, understanding myself and how I can be a more effective leader in my place of work.

How has the programme affected your leadership journey so far?

I am developing a programme of webinars as part of my role in the 'Empower Leeds Women' initiative to support women in health and STEM and improve equality at Leeds Teaching Hospitals NHS Trust and the University of Leeds.



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For further information

www.rcp.ac.uk/ewl

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