

Identifying ambitious rising stars
driving opportunities in healthcare

FOR HEALTHCARE LEADERS

HSJ

RISING STARS

In association with
celesio

Adele Waters



Just as it has become traditional to end *HSJ*'s year with the HSJ100, so it already feels traditional to begin the year with the presentation of our

Rising Stars. There can surely be no better time to look to the future, and so we are pleased to present our second collection of individuals we feel are likely to be the healthcare leaders of tomorrow.

That is not to say that they are not making a difference today. What is significant about this group of individuals is that they are already having an impact. Some are students, many newly qualified, yet all are taking a lead in improving care for patients right now. They may be the leaders of tomorrow, but to some extent they are already leaders today.

To read about these people is to get a sense of a new generation; one determined to break down boundaries and challenge the traditional ways of doing things. The clinicians in this group are refusing to believe that they should be separated from management – or, indeed, that management should be separated from them. Patients are speaking loudly and proudly, determined for their voices to be heard. All are keen to share their knowledge and to encourage others.

If you had to pick one word to sum up this group, it might be collaboration. It is a word that speaks strongly to the vision of the *NHS Five Year Forward View*, which in the coming months politicians will vie over the chance to implement.

Above all, these people are inspiring. As you shake off the post-Christmas funk and contemplate the year ahead – an uncertain one, to be sure, with the general election looming – we hope our Rising Stars give you optimism and encouragement. My sense is that if these are the leaders of tomorrow, then the NHS is going to be in good hands.



If you had to pick one word to sum up this group, it might be collaboration which speaks strongly to the vision of the NHS Five Year Forward View



THE JUDGES

Anne-Marie Archard, head, London Leadership Academy

Professor Naomi Chambers, professor of healthcare management, University of Manchester Business School

Mike Farrar, independent healthcare consultant and former chief executive, NHS Confederation

Dr Claire Lemer, consultant paediatrician, Guy's and St Thomas' Foundation Trust

Deborah Lee, deputy chief executive and director of strategic development, University Hospitals Bristol Foundation Trust

Crystal Oldman, chief executive, the Queen's Nursing Institute

Dr Emma Stanton, psychiatrist, South London and Maudsley Foundation Trust and chief executive, Beacon UK

Adele Waters, executive editor, *HSJ*

Donna Willis, senior consultant and director of the Emerging Clinical Leaders programme, King's Fund

Andrew Willetts, healthcare solutions director, Celesio UK

THE JUDGING PROCESS

Now in its second year, *HSJ* Rising Stars aims to celebrate the healthcare leaders of tomorrow – and influencers of today. We were seeking individuals making brave decisions to improve healthcare and shape its future.

Our long list was created during October and November, with readers invited to make nominations via hsj.co.uk and Twitter. Leading healthcare organisations were also contacted for their suggestions.

Nominees were welcomed from across

healthcare, and could be clinical or non-clinical. We sought individuals whose work and decisions are already improving healthcare, and those who were considered likely to be the NHS leaders of the future.

Our judging panel reviewed the list and added their suggestions, deciding on the final 25 at a judging evening held late in November at the *HSJ* offices.

Judges considered the following criteria in coming to their decisions:

- **Impact:** How great an impact has the individual had?
 - **Change:** To what extent is the individual changing traditional attitudes or conventional approaches?
 - **Progression:** To what extent has the individual shown commitment to continually progressing his or her own career within healthcare?
 - **Leadership:** Is the individual supporting other younger people to progress within healthcare?
- Judges were excluded from conversations about their own inclusion on the list.

REDEFINING TOMORROW'S LEADERS

The HSJ Rising Stars is one of the most exciting healthcare celebrations of the year for me, as someone who recognises the significance of talent in an organisation.

During its launch in 2013 we acknowledged the leaders who had the vision, passion and courage to drive change, and now one year on in the arrival of the *NHS Five Year Forward View*, these individuals have never been more indispensable.

The message was strong: to sustain the future of the NHS, clinical professions must become more integrated as healthcare demands change.

Collaborative working should be embraced to drive the opportunities that this sentiment sets ahead of us and I believe that to do so, we need the right people behind the ideas.

Encouraging entrepreneurial healthcare professionals to break from the restrictive moulds set out by the sector over the last 20 years, challenge the status quo, and develop improved and innovative ways of caring for patients can only be positive steps.

Truly integrated patient centred care can be made a reality through the talented, enterprising individuals that have the vision to make it happen, now or in five years' time, and must be supported and encouraged to do so.

We are on the brink of an integration revolution that will change healthcare for the better, and the ambitious rising stars in healthcare must shine through to drive the opportunities ahead if we want to make the forward view a reality.

It will take great leadership, innovation, and investment in a future that puts patients at the centre – something that together, I firmly believe we can achieve. ●

Cormac Tobin is managing director of Celesis UK.



Dr Dominique Allwood

Dr Dominique Allwood

Specialist registrar in public health and innovation fellow, UCLPartners

Already shortlisted for the Rising Star category at the recent HSJ Awards, Dominique now gets recognition here. We are far from the first people to spot her talents – back in September, health blogger Roy Lilley urged his readers to follow Dominique on Twitter. His reasoning: “One day she will be the first woman boss of the NHS. I’d bet the farm.” A specialist registrar in her final year of public health training, it is arguably the breadth of Dominique’s interests and experience that is most striking. She has a keen interest in innovation and transformation, and an impressive track record in both. Through a redesign of services for older people who had broken their hip, she helped reduce the length of stay for such patients from 21 to 16 days. Colleagues also praise her commitment to encouraging aspiring leaders: she is an active mentor to those on the NHS Graduate Management Training Scheme.

Judges’ comments: She’s clearly immensely talented. Hers is an impressive CV, and it’s rounded in terms of experience within the NHS and public health.

Dr Arokia Antonysamay

Consultant psychiatrist and adult mental health network clinical director, Lancashire Care Foundation Trust

As one of our judges put it, Arokia “is a force of nature and, in terms of trajectory, a clear Rising Star”. Within a year of becoming a consultant and, following a medical leadership trainee scheme with NHS North West, she took on her first management job at Lancashire Care Foundation Trust. Arokia is clinical director for adult mental health services at the organisation, but also the secondary care consultant member of Oldham CCG. She took up the commissioning role with a view to improving population health locally and to working more closely with voluntary and community organisations.



Suzie Bailey

Judges' comments: She's got this amazing knack of being quiet and being powerful. She brings medical staff with her. We think she's really inspiring.

Suzie Bailey

Development director, Monitor

The journey that took Suzie to her current post at Monitor, which she began in February, is an interesting one. Unusually for someone working within this regulatory body, she comes from an NHS management background. After completing the graduate trainee scheme, she took up management posts in London before moving to Sheffield Teaching Hospitals Foundation Trust. She ultimately became the organisation's service improvement director, leading a small team supporting change across the trust. Her passion for building capability for improvement is said to have come with her to Monitor. In October, the organisation published a strategy development toolkit prepared by Suzie and colleagues. In an

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We want to help trusts improve. This is not a regulatory requirement, it provides a framework to support and assure what trusts already do

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online Q&A with *HSJ*, she explained: “We want to help trusts to improve. This is not a regulatory requirement; it provides a framework to support and assure what trusts already do.” It was a focus our judges felt was important.

Judges' comments: She's one of only about 20 people in the whole of Monitor with an NHS service management background, which is really important. She's keen to change the organisation's culture.

Louise Brady

Practice nurse, clinical and strategic development lead for practice nursing, Central Manchester Clinical Commissioning Group

Practice nursing, it is fair to say, rarely gets the attention it deserves. Nurses in GP practices do more complicated work than ever before, particularly in supporting patients with long term conditions, yet training and established routes of career progression remain patchy. It is a situation



Dr Andrew Carson-Stevens



Louise Brady

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Nicholas is a soon to qualify doctor who has co-founded a network that provides opportunities for medical students to develop their leadership and management skills

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that Louise is said to be committed to reversing. As clinical and strategic development lead for practice nursing at Central Manchester CCG, she is leading a city wide education programme providing mentorship to experienced staff and support to nursing students in primary care. Louise continues to practise clinically. One of her nominators praised the way she “engages with patients and shows them how practice nurses can take the lead and support shared decision making”.

Judges’ comments: Practice nursing is often very insular, so she is inspirational by being out there and leading on it.

David Bull

Head of education and training, National Ambulance Resilience Unit

Another of those shortlisted in the Rising Stars category at the HSJ Awards, David was described by one of those nominating him as “an exceptional younger leader”. He became a paramedic in 2003 after 14 years of service in the army, and is now dedicated to establishing excellent national ambulance training and education. As part of his role at the National Ambulance Resilience Unit, David set up and leads the country’s only national ambulance training centre, which offers courses designed specifically for those working in the health emergency service. The introduction of hazardous area response teams to ambulance trusts – personnel who access the “hot zone” of a major incident –

presented a major training challenge, which David is said to have overcome by “creating the kind of highly realistic training courses and exercises that would be required under extreme conditions”. One of those who nominated him added: “David consistently seeks out the most innovative ways of delivering high quality care to patients in extremely challenging and unusual environments”.

Judges’ comments: A worthy candidate who demonstrates progress, impact and leadership. The role of ambulance trusts is rising, so it’s likely he will rise too.

Dr Andrew Carson-Stevens

Clinical lecturer, Cardiff University

An academic GP, Andrew was a popular nominee with several different individuals singing his praises. One said: “Dr Carson-Stevens is innovative, supportive and inspiring.” Our judges agreed. They were firstly impressed by his work on patient safety. He is chief investigator on a study characterising primary care incidents and, since 2012, has been UK and Ireland lead for the Institute for Healthcare Improvement’s Open School. This global community aims to prepare healthcare students and junior professionals to lead change, and Andrew now oversees more than 50 communities of educators and students. Indeed, what really captured our judges’ attention was his work

to support the next generation of doctors. As one of those who nominated him put it: “I’ve seen his students redouble their effort to meet his high standards and to gain his gentle mentoring, as they clearly want to become more like him.”

Judges’ comments: It’s striking that the nominations are made on the basis of the contribution he’s made to mentoring, coaching and inspiring others. It seems he’s invested his time as an academic, not just sitting in rooms writing papers, but mentoring others. There is strength and depth in his achievements, and he seems like someone who is going to be an important figure in the future; someone we will all know.

Elmer Catangui

Clinical nurse specialist, Imperial College Healthcare Trust

“Elmer has been an exceptional clinical nurse specialist within Imperial’s stroke team,” said one of those nominating Elmer as an HSJ Rising Star. It is a contention with which it is hard to disagree. The nursing initiatives he has developed have improved care for stroke patients, and rightly gained attention beyond the boundaries of his own organisation. The weekly nurse led ward round which aims to detect early signs of stroke complications, evaluate nursing care, and identify any issues around documentation has already been implemented at other trusts in London. Shortlisted in the HSJ Awards Rising Star category, Elmer is now named one of our 25 Rising Stars for 2015.

Judges’ comments: What he’s leading is being replicated in other organisations – it’s not just what he’s doing at Imperial, it’s that he’s publishing and getting it out there. He’s actually having influence on patients in other trusts.

Nicholas Cork

Principal student, Royal Society of Medicine

Nicholas is not due to qualify as a doctor until 2016, but few would disagree that he is already a healthcare leader. At the Royal Society of Medicine he has sought to ensure that students are actively involved in conversations about the transformation of care. Meanwhile, at Cambridge he has co-founded Cambridge Health Leaders, a network that provides opportunities for medical students to develop their leadership and management skills. It is a partnership with the Faculty of Medical Leadership and Management. Named an HSJ Top Innovator earlier this year, Nick now joins the ranks of our Rising Stars.

Judges’ comments: He’s deeply impressive – he’s at medical school but he’s already having an impact, and we think he will



Anya de Longh



Hayley Goleniowska

continue to have an impact. He's doing all the things you would want a Rising Star to do.

Anya de longh

Patient leader and self-management coach

Life, as the famous lyric goes, is what happens to you while you're busy making other plans. In November 2010, Anya was entering her fourth year of study at University of Cambridge medical school when increasing ill health forced her to cease her work to become a doctor. She subsequently received a diagnosis of a number of long term neurological conditions. Today, Anya still attends her medical school, but this time as a lecturer. She teaches students about what it is like to be on the other side of the fence. She also shares experiences on her popular blog The Patient Patient, as well as being a self-management coach for the NHS in her home county of Dorset. She adds the accolade of HSJ Rising Star to the Self-Care for Individuals Award she was presented by health charity the College of Medicine.

Judges' comments: She hasn't had the

visibility she deserves. When presenting at conferences, she is hugely impressive with her ability to articulate what it's like to live with long term conditions. Very much one to watch.

Simon Dunn

Assistant director of HR (organisational development and strategy), Northern Lincolnshire and Goole Foundation Trust

Managing human resources at Northern Lincolnshire and Goole can't have always been easy over the past few years: it was one of the trusts put into special measures following the Keogh mortality review. Yet colleagues say Simon has handled his work with aplomb, finding ways to change culture to support improvements in clinical practice. Notably, his efforts have included the creation of a morale barometer and a project to diagnose and improve organisational culture. Both gained widespread interest when Simon – shortlisted for the Rising Star category at the recent HSJ Awards – presented them at an NHS Employers meeting in May. "I genuinely believe that Simon is capable of leading in the future at a much higher level and becoming a top

leader would not be beyond his skills should his career take him that direction," reported one of those nominating him. "He has that unique ability to spin many plates whilst still smiling and always delivering."

Judges' comments: HR is often not celebrated, so it's good to represent this discipline among our Rising Stars.

Hayley Goleniowska

Down's syndrome campaigner, Downs Side Up

This time eight years ago Hayley was sitting at a computer searching for information on Down's syndrome. Her second daughter Natty had just been born with the condition. Hayley was looking for positive information on what was possible for those with Down's to counter what she admits was "overwhelming despair due to my own ignorance". She struggled to find it and so in 2011 set up her own blog, Downs Side Up, with the aim of "gently changing perceptions of Down's syndrome" and helping others affected by the condition. It has become her mission ever since, and elder daughter Mia recently worked with her to write a book about being a sibling to



Dr Christopher Hilton



Dr Felicity Taylor

someone with Down's. As someone nominating Hayley put it: "She challenges professionals and the public brilliantly and positively. Her blog post 'Dear Richard Dawkins, You are Wrong' is ensuring that perceptions about people with learning disabilities are challenged effectively. A true rising star."

Judges' comments: It's great to recognise someone who is a patient champion on learning disabilities. It's great that she wrote a book about having a sibling with Down's. It's a real recognition of the huge impact such a condition can have on the family.

Dr Bethan Graf

Specialist registrar in gastroenterology, West Hertfordshire Hospitals Trust

Ever wondered who drove the involvement of junior doctors in the new Care Quality Commission inspection regime? Your answer is above. From 2012-2013, Bethan took a year out from her specialist training in gastroenterology to become a clinical fellow to Sir Mike Richards. It was she who ensured junior doctors had a place among the new CQC inspection teams, and in doing

so made a significant contribution to one of the ambitions in the Keogh report: "Junior doctors in specialist training will not just be seen as the clinical leaders of tomorrow, but clinical leaders of today."

Judges' comments: The huge involvement of junior doctors in the new inspection regime is down to her. That's important work which deserves recognition; as does the amount of effort she put into it.

Adam Hayward

Assistant director of nursing, Sherwood Forest Hospitals Foundation Trust

Adam's nomination came with endorsement from none other than the head of his trust. "The thing about Adam is his great enthusiasm," Paul O'Connor, chief executive of Sherwood Forest Hospitals Foundation Trust told us. "You always see him, you always hear him. You feel his input all around the trust. He is a great advocate for the trust and its services, and he has a huge amount of energy. He is an inspirational leader and you sense that he wants to bring dementia and the care of older people to the very forefront, to being the core of our future

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You will always see Adam. You will always hear him. You feel his input all around the trust. He is a great advocate for the trust and its services

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Kirsten Major



Dr Bob Klaber



Dr Anita Jayadev

of the trust.” Over the past 18 months Adam has led the trust’s Enhancing Patient Support initiative and rewritten its dementia strategy. The most obvious results: reduction in harm with patients experiencing confusion, and a 23 per cent reduction in the use of temporary staffing on geriatric awards. It is work that has been recognised by Health Education England, that saw Adam shortlisted for the Rising Star category at the HSJ Awards, and which encouraged our judges to select him here.

Judges’ comments: Sherwood Forest is a trust with financial challenges and so it can’t always be the easiest environment to work in. That makes Adam’s enthusiasm and energy all the more impressive. Plus he’s working in dementia, an increasingly important if often under recognised agenda.

Dr Christopher Hilton

Consultant liaison psychiatrist and lead clinician for strategic development, West London Mental Health Trust

Chris is part of a growing but still relatively rare breed: the clinician with an interest in the business of healthcare. He combines his

clinical role at West London Mental Health Trust with two days a week as the organisation’s lead clinician for business and strategy. It is testimony to his belief that there should not be artificial barriers in healthcare. “He works tirelessly to overcome organisational boundaries to make sure patients receive high quality, integrated care,” reported one of those nominating him. “His inclusive style, drive and passion for meeting patients’ holistic needs mean he will go far.”

Judges’ comments: He has an ambition and passion for the work he does, and works across a number of areas of interest. He comes to his work from a very holistic perspective – he views mental and physical health together, and is a trustee and board member of the London Arts in Health Forum.

Dr Anita Jayadev

Respiratory specialist registrar, Great Ormond Street Hospital for Children Foundation Trust

As the winner of the Rising Stars category at the recent HSJ Awards, Anita was a shoo-in for inclusion here. Which is not to say our

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Dr Sabira Mohammad

judges were unimpressed by her credentials; quite the opposite. They were struck by how projects she led had contributed to a 25 per cent reduction in prescription errors and cut two hours off the average ward round time. Her creation of an “innovation swap shop” to support the exchange of ideas between medical trainees caught their attention too, as did the networking evening she organised to allow frontline staff to present their quality and safety improvement projects to colleagues.

Judges’ comments: There’s clear evidence of the impact she’s having and she’s working to break down silos. She’s a strong candidate.

Dr Nick Jenkins

Consultant in emergency medicine, Frimley Health Foundation Trust

Nick is said to be a keen champion and inspirational leader of the challenged emergency department at Wexham Park Hospital. But what also impressed our judges was his position in the NHS Leadership Academy’s Executive Fast-Track programme. Here he is running a programme to train, recruit and regulate a new generation of physician associates – trained professionals who support doctors in the diagnosis and management of patients. The role has long been established in the US, and the initial aim of the project on which Nick is working is to bring 200 physician associates over from the US to work in England. The ultimate aim is to produce English graduates who can train alongside, and eventually replace, the US cohort.

Judges’ comments: He’s extremely humble and committed to bringing good care to a trust that has had some challenges.

Dr Bob Klaber

Consultant paediatrician, Imperial College Healthcare Trust

“Bob is an extraordinary clinician,” said one of those nominating him. “He is an inspiration to many.” This included some members of our judging panel, who readily spoke of how Bob combines his clinical practice with work on education and quality improvement. Having noticed during his own postgraduate training that junior doctors and managers had very little understanding of one another, he set up the paired learning scheme. The idea: to pair up different healthcare professionals within an organisation, enabling them to learn from one another and to improve services for patients. It is an idea that has now been rolled out across the capital and elsewhere.

Judges’ comments: He has a real commitment to the learning of others, and to making a difference in the service. He’s

spreading the word about sharing knowledge, and about learning and development, and has got good recognition across London, but perhaps not as much as he should across the country. He’s someone we find completely inspirational.

Kirsten Major

Director of strategy and operations, Sheffield Teaching Hospitals Foundation Trust

Kirsten began her career as a healthcare economist, before taking up the post of executive director of health system reform at North West Strategic Health Authority. She joined Sheffield Teaching Hospitals Foundation Trust in February 2011, taking responsibility for strategy and operations at what is one of the largest trusts in the UK. How she handled that role is what impressed our judges. As one put it: “I think she’s terrific.”

Judges’ comments: She’s not yet that well known, and really deserves recognition. She’s very capable.

Jacob Matthews

Medical student, University of Birmingham

Another individual who is already marking himself out as a leader before he’s even clinically qualified, Jacob is chair of the University of Birmingham Medical Leadership Society. He is also one of the founders of the society which, interestingly, is “open to any student who has a keen interest in healthcare management”, including business students. One of its major aims is to raise awareness of the opportunities students have to be involved in healthcare management in their future careers. In addition, Jacob has developed a well attended lecture series and is working to create a multiprofessional course at the university which is open to all those interested in healthcare. “Jacob is humble, intelligent and absolutely committed to improving patient care in the NHS,” said one of those nominating him.

Judges’ comments: It’s brilliant that he’s shaping medical leadership as an agenda while being a student. The scale of things he is doing while a student is impressive. This early in his career he is already doing things outside of getting a difficult degree.

Dr Sabira Mohammad

NHS graduate management trainee, Herts Valleys CCG

“To me, Sabira represents everything that tomorrow’s NHS leaders need to be.” A confident statement from one of those nominating her, but one with which our judges were inclined to concur. After graduating from medical school, Sabira was

set to become a cardiologist but decided she wanted to become more involved in the management of the healthcare service. With the introduction of clinical commissioning, she elected to train as a GP in the hope of getting more involved in the management side. Starting a Quality Improvement Fellowship during training, she took the decision to join the NHS Graduate Management Training Scheme. She is now working as an urgent care project manager for Herts Valley CCG, where she is leading on service redesign. She also continues to practise clinically: she works as a registrar in the local emergency department at the weekends.

Judges' comments: To come out of GP training and complete the NHS Graduate Management Training Scheme is a really brave and important thing to do.

Natalie Moore

Staff nurse, Priory Group

Natalie is a newly qualified mental health nurse, but her strong presence on social media means she is already a recognised name among her colleagues. She joined with the WeNurses network to help set up @WeMHNurses, a popular fortnightly Twitter chat for mental health nurses and those interested in mental health nursing. She is also the co-founder of the Newly Qualified Nurse Blogger Collective (@NQNBC), which supports the development of those who have just become nurses. Now working with children and adolescents with eating disorders, Natalie spent her student years as mental health editor for *Student Nursing Times*, blogging about her experiences.

Judges's comments: It's great to see nursing represented among our Rising Stars, and Natalie is doing particularly important work around eating disorders in young people. It's also good to reflect the mixed health economy.

Lydia Salice

Service manager, Birmingham Children's Hospital Foundation Trust

A recent graduate of the NHS Graduate Management Training Scheme, one of those who nominated Lydia "felt extremely confident that she will be at the forefront of the group of future leaders of the NHS". She is said to firmly believe in collaborative learning and in strong communication between all those involved in the delivery of care to patients. A particular success has been her introduction of a paired learning scheme at Birmingham Children's Hospital, implementing the concept initially designed by another of our Rising Stars, Bob Klaber.

Judges' comments: She's a non-clinician, which is interesting and important as she's



Jacob Matthews

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Dr Taylor is currently working to increase the profile of female leaders in the NHS and to encourage women to aspire to leadership roles

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Lydia Salice

helping to bridge that doctor/manager divide. She's an incredibly active user of social media, and many projects are in her own time – she does sterling work outside of her day job.

Kirstie Stott

Creating Alternative Capacity project manager,
South West Yorkshire Partnership Foundation
Trust

Kirstie began her career as a nurse. A 14 year career culminated with her appointment as the country's youngest emergency care practitioner, working at the Yorkshire Ambulance Service. In 2011, she applied to the NHS Graduate Management Training Scheme and now works as a manager at South West Yorkshire Partnership Foundation Trust. What especially caught the attention of our judges was her commitment to equality and diversity and specifically New Health and Care Voices, the network Kirstie co-founded with mental health nurse Vanessa Garrity. The aim is to give space for “an inclusive and diverse range of voices and opinions that would not otherwise be heard”. One of those nominating Kirstie argued: “The depth and insight emerging from these conversations is a remarkable way of breaking down traditional barriers to communication and action, and is helping all sorts of people

begin to create solutions to tomorrow's problems.”

Judges' comments: She's a nurse turned manager who's challenging the status quo with a focus on value driven leadership and breaking down barriers.

Dr Felicity Taylor

Trainee paediatrician, London

After a year as a clinical fellow to Sir Bruce Keogh – she worked on the five year strategy for specialised commissioning – Felicity has recently returned to training as a paediatrician. It is a path that clearly sums up her joint interest in clinical practice and in healthcare leadership. So does her authorship of the NHS England guide *Understanding the New NHS*, which was specifically designed to help clinicians understand the structural changes brought about by the Health and Social Care Act. Felicity is clearly committed to encouraging those who have an interest in studying medicine – she has coached over 1,000 prospective medical school students and written a textbook for medical school entry exams, but is also keen to ensure it is a more diverse profession. She is working with the Faculty of Medical Leadership and Management to increase the profile of female leaders in the NHS, and to encourage

women to aspire to leadership roles.

Judges' comments: She's a brilliant clinician and equally good with strategy. It's impressive that she's talking about increasing the number of women in management.

Dr Mark Williams

Clinical associate, North Staffordshire CCG

Urgent care in North Staffordshire has long been under strain. In Mark it has someone determined to improve the situation. “He has tackled our key health economy challenges head on,” said one of those nominating him. “By collaborating with community and acute providers, and clinical and non-clinical managers, he has implemented a solution to accident and emergency front of house where others have failed. It's significantly reduced A&E admissions.” Impressive, given that he only recently qualified as a doctor.

Judges' comments: He's a leader with quiet tenacity, and is having impact across general practice, primary care, hospitals and his locality. He's definitely on the way up. While he was a medical student he edited a handbook for students to which Steve Field [now chief inspector of GPs at the CQC] contributed a foreword.

