

GIRFT

Leadership Academy

Stroke Specific

Programme 2023–24



**Royal College
of Physicians**

Foreword



Rachael Daw
RCP senior educationalist

Truly multi-professional and collaborative, the GLASS Programme has been a unique experience for delegates, educators and faculty, and this yearbook demonstrates the dedication and commitment of everyone involved throughout this transformative journey. As the senior educationalist leading this programme, it has been delightful to work with, and get to know, the delegates throughout the year and to witness their growth in confidence as they have successfully applied their learning to practice.

The collaboration between all contributing organisations has reinforced the stroke community's commitment to fostering leadership throughout the workforce with the ultimate goal of improving patient experiences. The multi-professional focus of the programme has enabled professionals across the breadth of the specialty to learn and develop leadership skills together, sharing experiences and perspectives with one another in the process.

This programme was collaboratively designed to align with the evolving needs of the stroke community and has led to increased engagement with leadership in many guises, enabling positive change. The delegates who participated were supported and inspired through mentorship, development of quality improvement projects, engagement with guest speakers during the interactive workshops, and most importantly through team working and collective learning. Through embracing the opportunities provided throughout the programme, delegates have been empowered to confidently step into leadership roles and further develop themselves and the teams that they work with to have a positive influence on the lives of their service users.

The testimonies in this yearbook reflect the achievements and milestones attained during the programme; I commend each of them for their dedication, contributions and enthusiasm throughout the year and hope that the knowledge gained and connections forged will continue to inspire them towards making lasting impacts in stroke healthcare and beyond.

'I have started
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opportunities
to influence
rehabilitation
transformation.'

Sarah Paterson

Foreword



Androniki Abelidis
RCP senior education fellow

The GLASS Programme, eh? I can read your mind. You're intrigued. What is this GLASS Programme?

Are we referring to the GLASS ceiling?
No, but you will notice we have a lot of women on our programme.

Is it because of The Spine, that beautiful GLASS building in Liverpool, the home of RCP North? No, but we have had the privilege of all our face-to-face sessions being held there and using the phenomenal amenities.

Does it represent the GLASS slipper – the perfect fit of the national stroke leads, RCP Education Team and the King's Fund? No, although we did have pumpkin soup at one of the dinners...

Is it like the glass in a mirror – portraying the insights gained and depth of self-reflection? No, but we do advocate journalling and each member is allocated a mentor.

Perhaps it is more symbolic – representing the transformation the cohort go through on their leadership journeys. The transparency to reveal what lies within. The resilience of our leaders as they embark on their quality improvement projects that are having significant impact across the country. The vulnerability it takes to meet new people and forge lasting, supportive relationships.

Well, it's actually none of these things. It stands for GIRFT Leadership Academy Stroke Specific Programme. Bit of an anticlimax really!

I love working on this programme and feel very privileged to be a part of it. Having a multi-disciplinary leadership programme is immensely powerful and has given me a new perspective of what MDT working truly means. Working with the national stroke leads, Dr Deb Lowe and Dr David Hargroves has been truly inspiring, especially when hearing their passion for stroke care and the programme. They have challenged us to think innovatively and creatively in delivering the leadership content. I would like to thank Rachael Daw; it's been a pleasure to develop this programme together.

I am proud of what each person has achieved. I hope you look through this yearbook and are as impressed as we are at the personal development, achievements and hard work of our first cohort. They are all amazing leaders and, if they are in your area, my advice is to seek them out – learn from them, work with them, be inspired by them.

Here's to the GLASS of 2024!

Foreword from programme commissioners



Professor Deb Lowe

National clinical lead for stroke medicine, GIRFT Programme, NHSE Medical director – The Stroke Association



Dr David Hargroves

National clinical director for stroke medicine – NHS England, senior clinical adviser to NHS England GIRFT Stroke Programme

'We are so incredibly proud of GLASS. Our talented multi-disciplinary workforce in stroke have so much passion and diverse skills to improve patient care, and also the experience of staff working within the stroke pathway. Being able to support our cohort in a nurturing, empowering learning environment with focused speciality specific leadership development has been a real honour. The partnership with the RCP and The King's Fund has added experience and depth to the programme that has been transformational for our first cohort... the GLASS of '24! The programme is evolving and growing year on year and we are confident that it is best placed to support, develop and create healthcare leaders of the future.'

GLASS Leadership Programme 2023–24 participants



**Alisa
Hutchings**



**Carleen
Scott**



**Carron
Sintler**



**Catherine
Daniel**



**Charlie
Dorer**



**Claire
Gilchrist**



**Claire
Lee**



**Ella
Henry**



**Emily
Steventon**



**Garry
Jopling**



**Heidi
Preston**



**Helen
Vernon**

GLASS Leadership Programme 2023–24 participants



**Julia
Emerson**



**Juliette
Dean**



**Kathryn
Lloyd**



**Kausik
Chatterjee**



**Kavitha
Jakson**



**Mark
Garside**



**Michelle
Long**



**Mohana
Maddula**



**Nicola
Mendis**



**Oliver
Spooner**



**Prabal
Datta**



**Raj
Bathula**

GLASS Leadership Programme 2023–24 participants

GLASS Leadership Programme 2023–24 participants



**Rayessa
Rayessa**



**Sarah
Paterson**



**Steve
Green**



**Susanne
Rajab**



**Tess
Hallam**

Testimonials



Carleen Scott Principal clinical psychologist

What have you gained from the programme?

I am now much more confident in myself as a leader, being able to throw myself into and lead a project that continues to grow. Leading a project team was daunting, but I have learnt I am highly capable of doing so and have embraced working outside of my comfort zone to achieve something which has been quite amazing so far. Hoping there is more to come!

How has the programme affected your leadership journey so far?

I am more confident in sharing my views and thoughts, more able to share clear ideas and focus, and also passionately progressing shared goals.

Would you recommend the programme?

100%



Dr Kausik Chatterjee Professor and stroke consultant, Integrated Stroke Delivery Network clinical lead

What have you gained from the programme?

Some insight into my strengths and weaknesses.
I also, developed nice teamwork for the project.

How has the programme affected your leadership journey so far?

It provided me more confidence to deliver.

Would you recommend the programme?

Yes.



Sarah Paterson

Allied health professionals rehabilitation consultant

What have you gained from the programme?

So much! The opportunity to spend time reflecting and discussing our leadership strengths and challenges with others has been instrumental in understanding myself better as a leader. I have made links and friendships with people I would not otherwise have met who have really supported my leadership journey through delivery of a QI project and challenging myself to see where I want to develop my leadership journey.

How has the programme affected your leadership journey so far?

I have started in a new post since starting the programme and think this course has given me confidence and awareness to take opportunities to influence rehabilitation transformation. On leaving my post, the clinical lead stroke physician commented on how I have grown in confidence in delivering and sharing my expertise across the organisation.

Would you recommend the programme?

Absolutely. It has been an opportunity for growth as well as to understand and recognise the value I can bring to progress quality and transformation of patient care.



Julie Emerson

Specialist allied health professional for neuro-oncology, previous SQuIRE lead

What have you gained from the programme?

Networking opportunities and a strong community of other experts. The Strengthscope tool was very helpful to recognise my approach and others' perceptions. A range of tools to help understanding. Conflict tool very helpful. Time to learn from others and reflect.

How has the programme affected your leadership journey so far?

Helped me to be able to challenge without feeling uncomfortable and to accept the power authority in my role. It's helped me to 'just do it' rather than waiting.

Would you recommend the programme?

Yes.



Dr Rayessa Rayessa

Stroke consultant, Humber and North Yorkshire Integrated Stoke Delivery Networks lead

What have you gained from the programme?

Self-awareness and team working.

How has the programme affected your leadership journey so far?

Understand my strengths and weaknesses, pitch my ideas, increase my circle of influence.

Would you recommend the programme?

Definitely.



Dr Suzanne Ragab

Stroke consultant, Integrated Stroke Delivery Network clinical lead

What have you gained from the programme?

Journaling and self-reflective skills. An excellent mentor.

How has the programme affected your leadership journey so far?

Opportunity to be involved in a national Quality Improvement Project. Insight into my leadership skills.

Would you recommend the programme?

Yes, definitely!



Ailsa Hutchings

Stroke nurse consultant, Integrated Stroke Delivery Network clinical lead

What have you gained from the programme?

Self-reflection and insight into my skills.

How has the programme affected your leadership journey so far?

Improved my ability to plan and progress conversations, be involved in conflict and try to prevent the feeling of being an imposter.

Would you recommend the programme?

Yes, definitely!



Ella Henry

Occupational therapist

What have you gained from the programme?

A better understanding of myself and strengths.

How has the programme affected your leadership journey so far?

I'm much better at having an awareness of how my actions affect others, and how using my different strengths can enable others to develop theirs.

Would you recommend the programme?

Yes.



Kavitha Jakson

Stroke specialist practitioner

What have you gained from the programme?

Confidence and the ability to believe in myself and bring about changes.

How has the programme affected your leadership journey so far?

It has helped me a lot to overcome imposter syndrome. It has also helped me to explore other places through networking,

Would you recommend the programme?

I will, definitely.



Helen Vernon

Head of service for speech and language therapy, stroke and neurorehabilitation

What have you gained from the programme?

I don't recognise myself in terms of where I was when the programme started. I have grown in confidence, self-belief and resilience.

How has the programme affected your leadership journey so far?

I've gone from feeling like I had very few skills and strengths as a leader to recognising my strengths and being able to apply for a senior NHS leadership role. I would never have thought this was possible for me. I was successful at interview and I have approached this role very differently, putting in place support and mentorship to enable me to succeed.

Would you recommend the programme?

Yes.



Dr Oliver Spooner

Consultant stroke physician

What have you gained from the programme?

Confidence, working outside of my comfort zone.

How has the programme affected your leadership journey so far?

I am more insightful and reflective. I feel more equipped to proceed in my leadership journey.

Would you recommend the programme?

Absolutely.



Dr Mohana Maddula

Consultant stroke physician

What have you gained from the programme?

Getting to know my brilliant colleagues across the country.

How has the programme affected your leadership journey so far?

I've grown to understand myself better, what drives me, my limits and how to provide leadership in sustainable way – effective, responsive leadership whilst also looking after myself and maintaining a healthy work-life balance.

Would you recommend the programme?

Yes, hands down.



Steve Green

Consultant clinical neuropsychologist

What have you gained from the programme?

Far too much to list here! I have definitely developed more self-belief and willingness to step up to challenges.

How has the programme affected your leadership journey so far?

Increased insight into my leadership strengths and kind/supportive exploration of my learning needs.

Would you recommend the programme?

Absolutely.



Nicola Mendis

Community neuro physiotherapist

What have you gained from the programme?

Increased understanding of leadership tools, skills, networking and models of work. This has ultimately increased my self-belief and confidence in my leadership abilities.

How has the programme affected your leadership journey so far?

I have felt able to speak with confidence about the service provided and needs of my team, and challenging more senior managers about issues that I believe in. I will be sharing successes of work I am carrying out currently and plan to expand this to creating and completing additional service improvement projects locally and link with other projects nationally.

Would you recommend the programme?

Yes.



Catherine Daniel

Specialist physiotherapist

What have you gained from the programme?

It has given me the space to reflect, be challenged and grow as a leader.

How has the programme affected your leadership journey so far?

It has given me the opportunity to meet some fantastic like-minded people from across the country who are passionate about improving stroke care. Great networking! Being part of the QI project made me step out of my comfort zone and gain confidence that I DO have the leadership skills to effect change.

Would you recommend the programme?

Yes, without any hesitation!



Claire Gilchrist

Stroke Quality Improvement for Rehabilitation (SQuIRE) project lead for North-east and Yorkshire

What have you gained from the programme?

Confidence and a greater understanding of myself.

How has the programme affected your leadership journey so far?

I feel more confident in myself and I'm now able to accept compliments without thinking people are just being nice. I'm also able to listen and not take other people's opinions personally. My confidence has grown – I have applied for roles I never would have and spoke at conference, which I believe would have been unheard of a year ago.

Would you recommend the programme?

Yes.



Charlie Dorer

Stroke Quality Improvement for Rehabilitation (SQuIRE) project lead for East of England

What have you gained from the programme?

I have gained many insights and the opportunity to learn and work across an amazing, talented group of leaders in the stroke pathway.

How has the programme affected your leadership journey so far?

The programme has had a significant influence on my leadership journey with the wide range of experiences we have had.

Would you recommend the programme?

Yes, definitely.



Gary Jopling

Service delivery lead – South-west and Channel Islands, Stroke Association.

What have you gained from the programme?

To embrace the importance of focusing on 'you' in your leadership approach and how important it is to create time to reflect.

How has the programme affected your leadership journey so far?

Journaling has made a huge difference to me, identifying the goods not just bads and what's important. This has led to time for 'slow thinking', so what once felt big is much easier to approach when it comes to it. I'm now prioritising things differently so I create time to engage with more colleagues and really focus on collaboration.

Would you recommend the programme?

A million percent, without a doubt.



Michelle Long

South-east Stroke Quality Improvement for Rehabilitation (SQuIRE) project lead for North-east Yorkshire and Sussex, rehabilitation therapy lead, national specialty adviser for NHSE Stroke Programme

What have you gained from the programme?

I have made friends, collaborated and developed networks. I have learnt about my strengths as a leader and been able to practice my leadership by leading a team to deliver a QI project.

How has the programme affected your leadership journey so far?

Learning about circles of influence, how to pitch an idea, and how to influence change has enabled me to give myself a voice with other leaders. I have had brave conversations and been able to influence the direction of rehabilitation in my trust. We are exploring matched care, rehab companions and open gyms, something that was not on the development plan for my trust. Strategically, I have led on the development of a Sentinel Stroke National Audit Programme (SSNAP) user group and am inspiring teams to be data engaged.

Would you recommend the programme?

Yes.



Claire Lee

East Midlands Integrated Stroke Delivery Network clinical lead (community/rehab), South Notts integrated care system team lead

What have you gained from the programme?

This programme has enabled networking opportunities resulting in building some really wonderful relationships across the wider stroke network that would otherwise not have happened. It has enabled me to grow in confidence and gain a greater insight into myself as a leader.

How has the programme affected your leadership journey so far?

The GLASS Programme has enabled me to grow in confidence which has shaped how I work and am perceived by my team, so much so that I have been nomination for a leadership award with my trust Oscars. Reflecting on this unexpected nomination has helped me to recognise the positive impact I am having on the team and services. They described how I support the team with empathy, compassion, demonstrate resilience and act with honesty and integrity. They described my knowledge and passion for developing stroke services and how I 'confidently remain an outstanding positive role model during exceptionally challenging circumstances'.

Would you recommend the programme?

Yes, I would definitely recommend the programme.



Tess Hallam

Stroke Association support coordinator

What have you gained from the programme?

I didn't see myself as a leader. I didn't recognise the difference between a leader and a manager. The course has educated me around what a leader is. I have been able to relate this to my role and have started to embed this into my working life. I have gained confidence and self-belief which has allowed me to embrace my personal development.

How has the programme affected your leadership journey so far?

I have taken what I have learnt and applied it to my role within the stroke association. In addition to the quality improvement project, I am looking to take this further in approaching the EDT with a proposal to role the stroke awareness training out nationally. I am also getting involved in internal work around the brand awareness changes, local media team, the regional admin changes and internal work on referral processes. I'm able to recognise my strengths and weaknesses, applying them to everything I am now involved in. The journaling has helped with self-reflection, with the Strengthscope backing this up to help me use my strengths within my leadership.

Would you recommend the programme?

Yes.



Juliette Dean

South-west Stroke Quality Improvement for Rehabilitation (SQuIRe) lead, physiotherapist

What have you gained from the programme?

So much, it's difficult to quantify! Increased confidence, a new national network to call in for support, a project which can be developed, new friends!

How has the programme affected your leadership journey so far?

Developed exponentially through the initial elevator pitched, presenting at UKSF, hopefully becoming a mentor and, possibly most importantly, started considering new leadership roles as career progressions where I wouldn't have even considered them before.

Would you recommend the programme?

Wholeheartedly! Thank you for everything.



Kat Lloyd

**Integrated Stroke Delivery Network
rehab lead, Buckinghamshire,
Oxfordshire, Berkshire, advanced
physiotherapist**

What have you gained from the programme?

A greater understanding of myself, space to reflect and an amazing network of people.

How has the programme affected your leadership journey so far?

There are so many elements to include. The Strengthscope feedback was really enlightening, especially feedback from others which has helped me to more clearly know my strengths and areas where I can grow as a leader. Working with the QI project team was invaluable, learning from each other and our joint reflections for the future QI work. All in all, I have a better understanding of myself and how I can continue to develop outside of the programme.

Would you recommend the programme?

Without any hesitation!



Emily Steventon

Operations and oversight deputy manager (workforce, training and education), previous SQuIRE lead for Midlands

What have you gained from the programme?

Invaluable insights from peers and facilitators, practical skills (QI) and the confidence to inspire others, and a network of new connections across the whole stroke MDT.

How has the programme affected your leadership journey so far?

It has accelerated my leadership journey by equipping me with new perspectives, tools and strategies to navigate challenges and inspire change. At the moment, I am in a transitional place in my career and I know I will be able to maximise my learning in my future career.

Would you recommend the programme?

Unequivocally yes. It's a leadership programme like no other.



Dr Prabal Datta

Consultant and acute clinical lead for West Yorkshire and Harrogate Integrated Stroke Delivery Network

What have you gained from the programme?

Understanding various principles to use as a leader. Knowing myself and taking time to reflect. Using collaboration and leverage. Using my strengths and overcoming the weaknesses. Seeing how others use their skills.

How has the programme affected your leadership journey so far?

I have been able to make changes and adapt the way I think as a leader. I have been involved in a QIP during the program which has already seen some success whilst allowing me to work within a team and use collaborative work. The QIP work still continues to evolve but it has given me more confidence to approach conflicts within the team and handle differing team dynamics. I have learnt to take a step back and reflect when the desired outcome is not being achieved or no progress is being made.

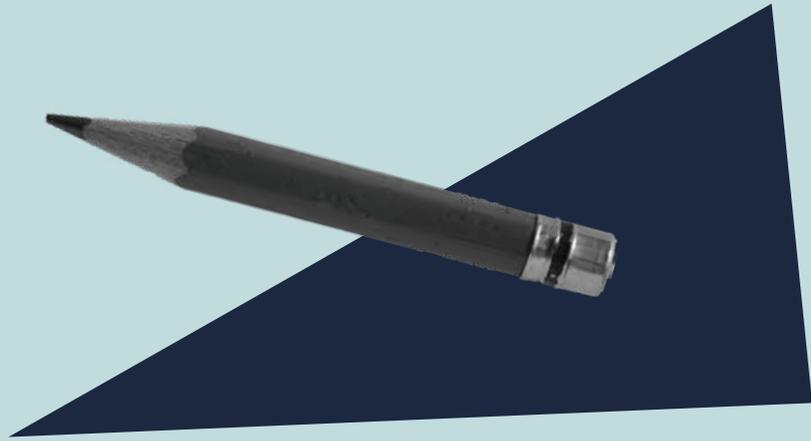
Would you recommend the programme?

Absolutely yes, it is a great programme and being stroke specific makes it even better.

'The GLASS programme has enabled me to grow in confidence which has shaped how I work, so much so that I have been nominated for a leadership award with my trust Oscars'

Claire Lee

ISDN clinical lead



GIRFT Stroke

Leadership Academy

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Programme 2023–24

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education.courses@rcp.ac.uk



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