



British  
Orthopaedic  
Association

Future Leaders Programme

## Future Leaders Programme (FLP) 2023-24

### A) Summary

The British Orthopaedic Association (BOA) Future Leaders Programme aims to cultivate the next generation of leaders in trauma and orthopaedic (T&O) surgery. Established to address the evolving challenges in healthcare and promote excellence in T&O leadership, the programme offers a robust framework for professional and personal development.

Our fifth cohort of 32 surgeons from different subspecialties has created a tightly knit group that we hope will endure over the coming decades. They have already supported one another through significant life events and career changes and exchanged creative ideas about how to manage challenges in day-to-day work.

Faculty and module content was tailored to meet the unique leadership needs of each individual, determined through their completion of 8 hours of pre-module assessment. The 6th cohort begins the programme at the end of the summer with funding from specialist societies, individual trusts, and some self-funders.

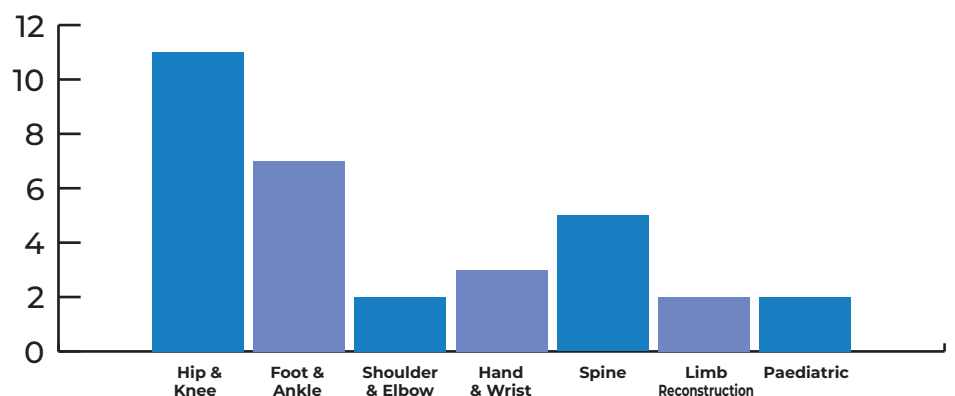


Screencasts [here](#) encapsulate development as the result of the programme.

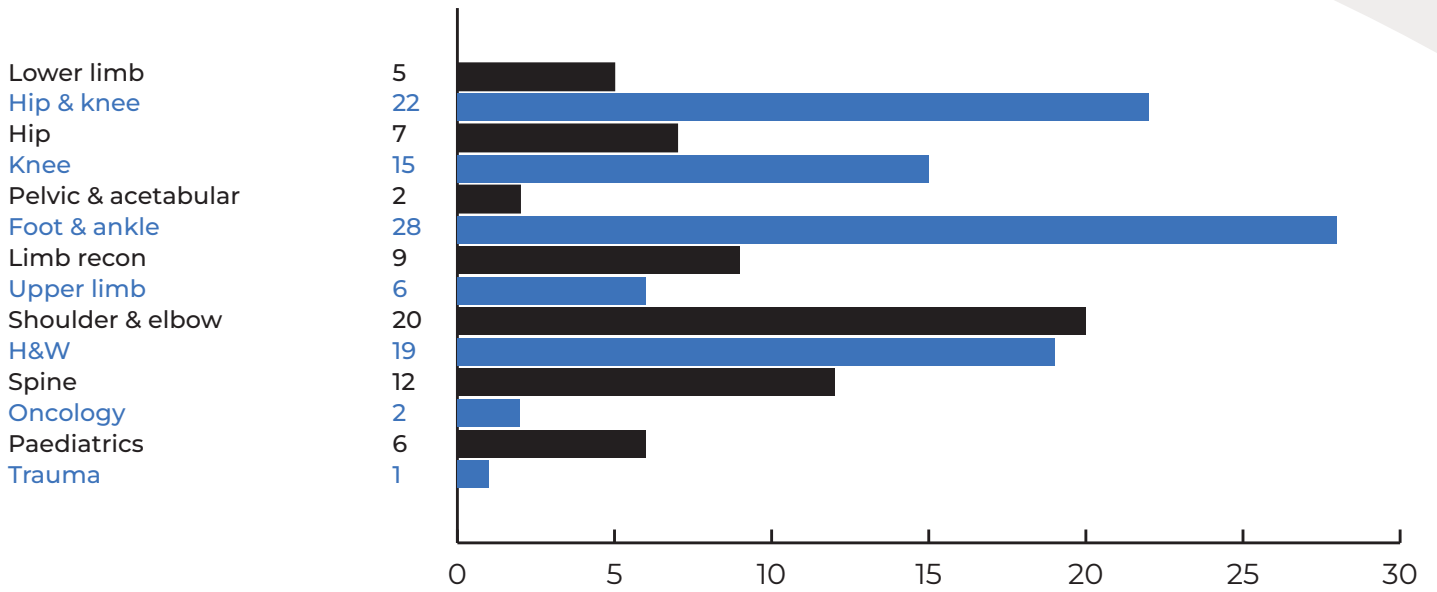
### B) Participants

#### Subspecialties

- 11 Hip & Knee
- 7 Foot & Ankle
- 2 Shoulder & Elbow
- 3 Hand & Wrist
- 5 Spine
- 2 Limb Reconstruction
- 2 Paediatric



**Total 2019-2024 – 154 participants**



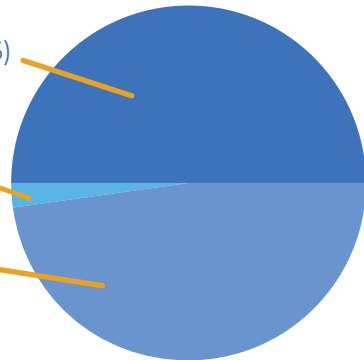
**C) Funding**

**From 2023-2024**

**50%** specialist societies (16)

**2%** self-funders (1)

**48%** Trusts (15)

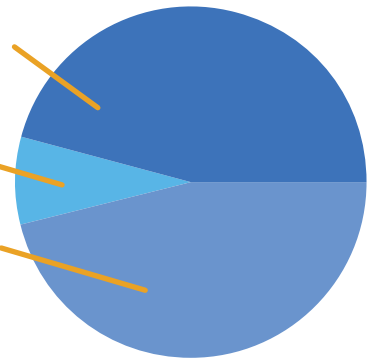


**From 2019-2024**

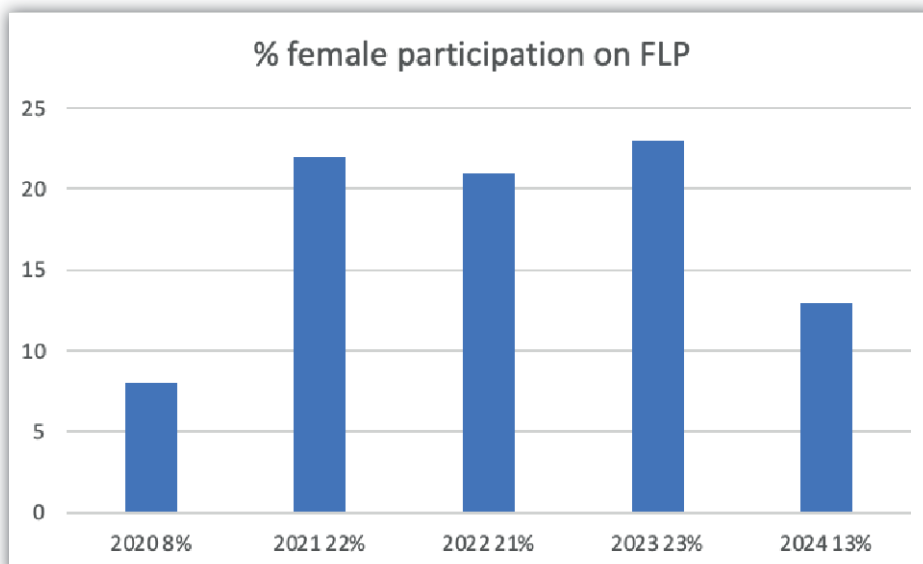
**46%** specialist societies

**8%** self-funders

**46%** specialist societies



**% female participation on FLP**



There is an increase in specialist society funding and a reduction in trust funding. There is a significant reduction in self-funding which might reflect the effort in helping individuals seek appropriate funding. We approached all those societies who have not funded, last year. We will approach again if funding availability changes. We were disappointed to see the proportion of female participants has dropped, but we are delighted to report that we are up to 25% female on the next cohort, which is higher than ever before.

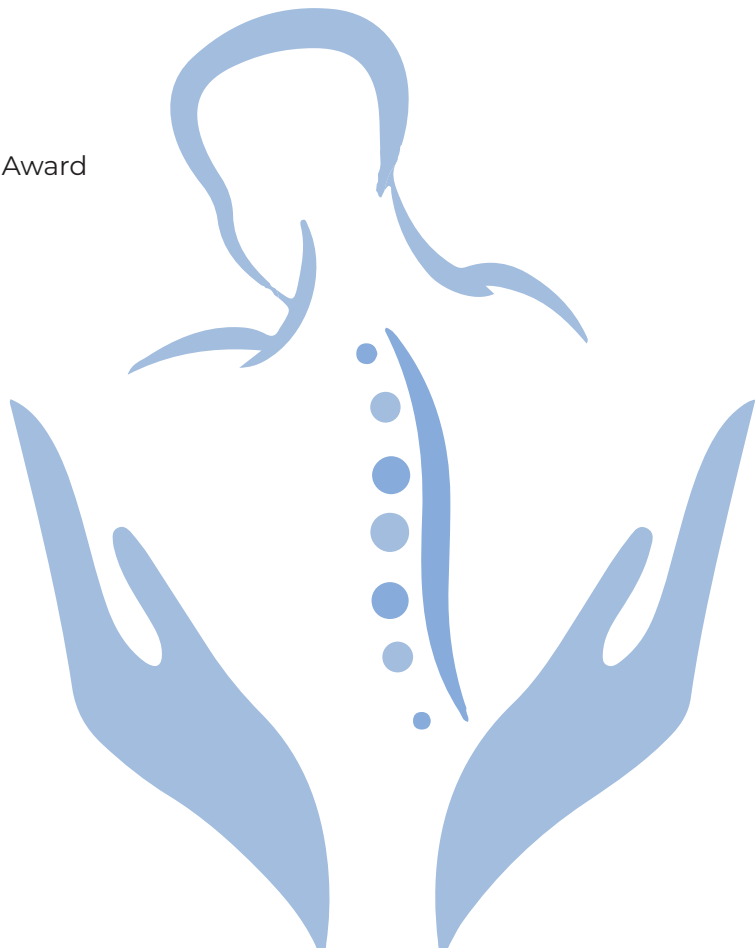
### C) 2023/4 Funders

Epsom and St Helier University Hospital x 2 places  
North Tees and Hartlepool x 2 place  
Northumbria Healthcare NHS Foundation Trust x 2 places  
University Hospitals Birmingham NHS Foundation Trust  
Royal Derby Hospital  
North Cumbria Integrated Care NHS Foundation Trust  
East Sussex NHS Healthcare Trust  
The John Charnley Trust/Wrightington Wigan and Leigh NHS Trust  
Worcestershire Acute NHS Trust  
North Devon District Hospital  
Royal Bolton Hospital  
University Hospital of Wales  
North Bristol NHS Trust  
Dame Clare Marx EoE Orth Leaders Award

**TOTAL 17**

BOFAS x 2 places  
BLRS x 2 places  
BSS x 2 places  
BSSH x 2 places  
BOA x 2 places  
BHS  
BASS  
BSCOS  
PGO  
WOC  
BOOS  
AO

**TOTAL 15**





## D) Content

The programme is carefully structured, spanning 12 months, and comprises four modules designed to build leadership competencies. The curriculum includes a blend of theoretical instruction, practical workshops, project work, and coaching, all aimed at equipping participants with the skills necessary for effective leadership in T&O. Participants are encouraged to undertake a QI project that addresses a real-world issue within their practice or institution. These projects use the skills and knowledge gained during the programme, often leading to significant improvements in clinical practice or patient care. The emphasis on practical impact ensures that the FLP produces leaders capable of driving meaningful change in the field of T&O.

At each of the live modules, we provided a virtual option for those with health or childcare issues. Two participants were on fellowships abroad for the last module, so they attended virtually. The programme was structured around four core domains:

### **Personal Leadership**

To develop greater self-awareness of participants as individuals, their impact on others within their organisation, in their role as leaders in learning and as a high-performing surgeon.

### **Technical Leadership**

To understand the science of quality improvement: when and what methodologies best apply for a quality improvement initiative.

### **Relational Leadership**

To understand how participants can influence change at an individual, team, organisation or system-wide level.

### **Contextual Leadership**

To develop an awareness of their organisational culture and how QI can influence local or national healthcare strategy.





A distinctive feature of the BOA FLP is its strong emphasis on coaching. Each participant is matched with an established leader in T&O who provides personalized guidance. These coaches help participants navigate their career paths, refine their leadership skills, and tackle specific challenges.

Networking opportunities abound throughout the programme, allowing participants to build valuable connections with peers, coaches, and T&O leaders. These relationships often extend beyond the duration of the programme, forming a supportive community of future T&O leaders.

## E) Learning Methods

- 1) Strategically grouped participants based on interest.
- 2) WhatsApp chat & learning logs were managed virtually before 1st module
- 3) Face to Face modules 1, 2, 3 & 4 in Stratford upon Avon
- 4) Progress and monitoring via Learning Logs
  - a) Embedded videos
  - b) Assessed activities
  - c) Reflective writing
- 5) Action learning sets
  - a) As a technique to drive learning
  - b) Participants trained to run action learning sets
  - c) Self-directed between live modules
- 6) Zoom coaching individually and in small groups
- 7) Evidence of programme achievements demonstrated through screencasts [here](#)

## F) Faculty

**Hiro Tanaka:** F & A surgeon

**James Tomlinson:** Spinal surgeon, Deputy Director  
Faculty of Surgical Trainers, Associate Dean Yorks & Humber

**Joanna Maggs:** Hip surgeon & FLP alumni

**Arthur Stephen:** Hip surgeon & Ex interim executive medical director (UHDB)

**Ananda Nanu:** Past President of the BOA & Trauma surgeon

**Lisa Hadfield-Law:** Surgical Educationalist



## G) QA

The BOA is committed to maintaining the FLP's relevance and excellence through continuous improvement. Feedback from participants is actively sought and used to refine and enhance the programme. This responsiveness ensures that the FLP remains aligned with the dynamic needs of the T&O community and healthcare environment.

### Participants:

- Submitted a semi-structured portfolio/learning log - including reflections on their development as a leader
- Created a personal development plan (PDP) to cover 2024/5
- Designed an ambition in practice – quality improvement
- Created a screencast demonstrating learning from the programme available on BOA website [here](#)
- Assumed mentorship role of next cohort



## Feedback

The following comments are the unfiltered feedback at the end of the programme, which has been analysed and an action plan resulting can be found at the end.

### What aspects of the programme were most helpful to you?

- 1) The guidance on how to pitch an idea was particularly helpful.
- 2) Hiro's technical management section - run charts, developing a QIP
- 3) Interaction and personal stories from leaders e.g. Arthur & Jo
- 4) I found the BOA FLP to be a profoundly informative and helpful programme. I particularly gained value from the various leadership, relational, and insight models that were discussed. I also found the session on influence and persuasion particularly valuable.
- 5) Real-life examples from outside speakers - what they were tasked with, the problems they encountered, how they overcame them, advice etc. Some parts felt a bit like a psychology A-Level and I'm sure are all correct theoretically but I took a lot more from the other sessions.
- 6) Most of it really helpful Specifically networking
- 7) So many that I will definitely forget some:  
Meeting everyone on the course, and Hiro and Lisa, location being away from everything ie brain really had to switch off from work, the first and fourth modules were particularly interesting to me: the first gave me lots of food for thought and the fourth was eternally relevant to my current work circumstances, loved the outside speakers, especially Arthur, the padlet was great though I still haven't got through it all, enjoyed the team challenges, great mix of theoretical learning (ie conflict) with practical skills like pitching "
- 8) One to one 'walk and talk' sessions during the main programme. Learning from other people's experience and being able to talk things through was really helpful.
- 9) Having a collection of resources to work through in my own time and reflect on.
- 10) The ALS group- consistent people through the year who were supportive.
- 11) Insights into your own leadership style, analysing what has and has not worked on a personal level. how to improve for the future and strategies to be as effective as possible.
- 12) The FLP is one of the best courses I have attended and it's down to Lisa and Hiro's experience in the leadership domain. The most useful parts of the program were -
  - a) Personal stories from the organisers lives.
  - b) The whole session was on self-awareness.
  - c) Real-life examples from the external speakers.
  - d) The group work during face-to-face sessions was good and challenging, and it also brought the group members closer.



**13)** Every session was useful and the action learning sets were a great way to engage and learn from fellow participants as well as mentors. The interactive approach in all sessions meant I was at ease to discuss various aspects of leadership development and issues faced within the workplace which was very valuable.

**14)** Hearing from people who have experiences of leadership and how they performed. This was the most engaging and related to real life scenarios that I found it easiest to relate to.

**15)** Understanding the way I work, my preferences/personality and leadership style. ALS sessions and coaching to help us tackle real world problems and to learn from others experiences.

**16)** Leadership theory

**17)** Practical tips on how to be an effective leader with lots of examples of difficult times faced by the faculty and group. There was a real emphasis on how to apply theory in our day-to-day going across the different leadership modules. Networking and discussing others' difficulties in order to learn was very helpful. Learning how to listen better and avoid giving advice but rather coaching the individual to come up with their own solutions.

**18)** The opportunity for self-reflection and improving my self-awareness. Learning to deal with and manage conflict effectively.

**19)** I found the program wholly useful. I particularly enjoyed how we progressed from personal reflection to exploring various leadership styles, then moved on to hands-on practice, and finally learning the journeys of great leaders. Lisa and Hero were particularly inspiring in their technique and experience. Despite the long journey and significant financial costs associated with hotel stays and travel, I found the face-to-face meetings highly valuable and essential. I also enjoyed the teamwork competitions and the fun elements of the course, which provided a safe environment to make mistakes and learn. More importantly, I had the opportunity to network and build solid connections with my group over the program time.

**20)** Mentoring, face-to-face modules.

**21)** Inspiring faculty and speakers. Making friends and networking with candidates. Theory delivered with real life examples and with recommendations for further reading. The course has inspired to reflect deeply how I interact with people, how to motivate change and influence others.

**22)** I thought the program was most helpful for self-reflection. It helped me to understand the decisions I have made this far, and more importantly, understand the concern/resistance to the change I have wanted to implement. This was really helpful and made me understand a lot about myself and what I can do to change my 'stance' on certain things. As I progress through my career, I will undoubtedly have more senior leadership roles than I do currently. I certainly have to learn to be more malleable or I will have more enemies than friends.







## What suggestions could you make to improve the programme

- 1) I would like more involvement with people from other tables.
- 2) By and large the course was useful and gave me insight into my non technical and emotional leadership characteristics. However it would have been useful to have more focus on direct technical skills - e.g. how to read a management account report, how to write a cohesive business case, finance reports.
- 3) Less group exercises however the paper model making with running analysis made a clear point and good learning.
- 4) The session on giving our pitches might have been improved by splitting the group in half. But otherwise the course was excellent.
- 5) More outside speakers, speakers from industry. Maybe someone from sports to focus more on getting the most out of yourself, high performance etc.
- 6) Some of the group activities I don't think helpful or any meaning
- 7) I really appreciated the looseness of arrangement around ALS sessions ie if people couldn't get there, no pressure, but I never felt I quite derived as much benefit from them as I could, as I was never quite sure what I should be bringing to it. While I loved the away venue, hotel was quite expensive until last module, and the actual location a little tricky to get to from a lot of places. WiFi in hotel also terrible (as an aside!). Very little to suggest to change course as I really enjoyed every bit of it!
- 8) Outside speakers were great but final days felt a little like a very long 'chat'. Perhaps they could have been interspersed throughout the year?
- 9) I would prefer not to rely on WhatsApp for communication, particularly regarding things like the programme and what we were expected to submit. Could that not be an email to our work accounts?
- 10) All the attachments sent to WhatsApp would also be much better in an email. The programme was often communicated very last minute and it was not always clear what our tasks were. Perhaps these could be uploaded to Padlet early on?"
- 11) Geography difficult for those commuting from north ? more online working or central location. appreciate this is difficult however
- 12) I feel our group did not make use of the ALS zoom meetings well. The ALS group members could possibly decide on the rough content and structure of each zoom meeting at the end of the preceding face to face session.
- 13) No particular areas for improvement.
- 14) Some of the theoretical learning could be condensed. The 'technical' aspects of leadership are great for writing an essay on leadership but not always useful in real life.
- 15) More regular but shorter ALS action sets. Some 1-2-1 sessions throughout the year to go through the PDP and see areas for development



- 16) Dinner first night was poor quality (the BBQ at the end was better than expected!)
- 17) Having the speakers from the last module at the start of the programme might be helpful in contextualising some of the theory throughout the course. It might be easier to understand the theory when referencing back to some of those stories. Although, this might just be a matter of preference. Overall the programme was fantastically organised and it was obvious how much thought has gone into each aspect of it in order to maximise learning.
- 18) Nil. I know there was discussion about more external speakers but I'm not sure this would add a huge amount to the course. It's excellent as it is.
- 19) It would be beneficial if the hotel stay were included in the course fees. This would alleviate the significant financial burden associated with travel and accommodation.
- 20) Moving the groups to Telegram instead of WhatsApp would be advantageous. On Telegram, chat history is saved and remains accessible even if someone joins the group later, which prevents the loss of valuable information. For instance, when my WhatsApp crashed, I lost all the important chats with book recommendations, links, and articles.
- 21) In team competitions, the same team kept winning all the prizes. There should be a system in place to ensure that all teams have an opportunity to win. At some point, there was a lack of motivation from other teams to compete because they knew the winning team would always win :)
- 22) The hotel food was excellent, and it would have been even better to have had a halal BBQ option. I am sure Muslim attendees of the course can help source this if necessary.
- 23) Otherwise, the program had excellent content, an outstanding faculty, a superb venue, and provided an excellent learning environment. Thank you from the heart
- 24) Rotate the venue.
- 25) honestly cannot think of any way to improve this course. It is obvious that a lot of thought has gone into its design and delivery.
- 26) I enjoyed the program a lot, but I am the kind of person who can relate more to the lived experience. I appreciate that there is a lot of science behind leadership/management, but at times, I struggle to relate to this. I think I really relate to 'how and why,' so when talking about a specific skill, I find it helpful to tie this to an experience. While this was present in the FLP, I think it could be focused on in more detail.
- 27) For example - it would be really useful when talking about specific skills/ incidences to have people discuss this personally. Hiro had some really personally/raw experiences that I think we could all really relate to. I think it would be helpful to have a guest 'leader' every session talk about some pitfalls/experiences of their journey. Why they did what they did/what challenged them etc.
- 28) It might be really useful to engage the FLP alumni- where are they now, what have they learned, what are they doing."



## J) Reflections & Responses from 2024

- 1) Aim to increase female participation in the programme - achieved
- 2) Finish the program in June rather than September to reduce the rush before Congress – this has worked much better
- 3) Signpost programmes better and plan repetition more carefully  
Invite more external faculty to share experience of leadership: either in person or pre-recorded done and appreciated
- 4) Include previous FLPers as faculty: Joanna Maggs was a highlight
- 5) Participants to start preparing LinkedIn page earlier
- 6) Mix groups earlier. We need to work harder with this next year
- 7) Discuss improvement of food available at the venue – done and better

## Conclusion & Actions

- 1) We will plan to mix the learning set tables at face to face meetings.
- 2) We agreed management issues were not to be the focus of FLP. We will make this more explicit in the brochure: e.g., "Some of you will be looking for a course where you can learn how to read a management account report and how to write a cohesive business case or finance report. This programme isn't for you"
- 3) Review the purpose of each exercise
- 4) Extra rooms booked to split for the next cohort
- 5) Consider the spread of external faculty
- 6) Talk to the hotel re the wifi
- 7) Intersperse external faculty.
- 8) Use email rather than WhatsApp for communication.
- 9) Upload all the programmes to Padlet from the start.
- 10) Review the balance of theory and practice at intervals throughout the programme.
- 11) Looked at Telegram but there were more pros than cons. WhatsApp is easier, quicker, and more secure.
- 12) Consider alternative venues in 2026

The British Orthopaedic Association Future Leaders Programme provides aspiring T&O leaders with the tools, knowledge, and network necessary to excel. Its comprehensive curriculum, high-quality facilitation, robust coaching, and focus on practical application make it a valuable investment for T&O surgeons aiming to take on leadership roles. The programme's commitment to continuous improvement ensures that it remains at the forefront of leadership training in T&O.

In summary, the BOA FLP is a transformative experience that significantly enhances the leadership capabilities of its participants, preparing them to meet the challenges of modern healthcare with confidence and competence.

Hiro Tanaka  
Lisa Hadfield-Law  
October 2024