

EPIIC Conference

Eastern Partnership for Innovations in Integrated Care (EPIIC)

19 March 2025



EPIIC member Universities:

Integrated Care Systems (ICS):



Anglia Ruskin University

Cambridgeshire and Peterborough ICS



University of Bedfordshire

Bedfordshire, Luton and Milton Keynes ICS



University of East Anglia

Norfolk and Waveney ICS



University of Essex

Mid and South Essex ICS



University of Hertfordshire

Hertfordshire and West Essex ICS



University of Suffolk

Suffolk and North East Essex ICS



Agenda

Time	Location	Session	Speaker/Chairs
09.00	WLT1	Welcome and Introduction	Sam Chenery-Morris
09.10	WLT1	Keynote One: The “Future Shift”	Susannah Howard
10.00	WLT1	Panel Discussion and QandAs	Sam Chenery-Morris Edward Morris Matthew Sweeting Michael Thorne
10.40	WLT1	Keynote Two: The EPIIC Journey: Reflection and Projection	Workforce Development Trust
11.10	WF Foyer	Refreshment Break	
11.30 – 12.30	W115 W119 W126 W129	Breakout session one	Emily Handley
			Santosh Yatnatti and Yannis Pappas
			Eva King and Anuja Joshy
			Charlotte Mullins, Iosif Mporas and Delyth Ford
12.30 – 13.30	W115 W119 W126 W129	Breakout session two	Emily Handley
			Santosh Yatnatti and Yannis Pappas
			Eva King and Anuja Joshy
			Charlotte Mullins, Iosif Mporas and Delyth Ford
13.30	Foyer	Lunch and Networking	
14.30	WLT1	The Exchange Zone	Sam Chenery-Morris and Mandi Syrett
			Emma Blowers and Vicky Joffe
			Sally Hardy
			Nasreen Ali and Filiz Ozcan
			Phil Smith
			Margaret Greenfields
16.00	LT1	EPIIC Chair Closing comments	Sally Hardy

Since our first EPIIC Conference held in Cambridge, 24 June 2024, there have been significant changes taking place around the world that are impacting our health and well-being. It is crucial to consider the context within which our EPIIC work is taking place

For instance, we have witnessed a shift in government, with Labour winning the general election and Donald Trump returning as President of the United States. Meanwhile the ongoing devastation of war in Ukraine, and the situation in Gaza continue. Despite these crises, the media highlights the greatest global threat to our health is climate change, with worsening extreme weather patterns deepening health inequalities, especially for the most vulnerable populations (The World Economic Forum, 2024).

In the UK, public satisfaction with the National Health and Social Care Services has reached an all-time low (Kings Fund, 2024). It's easy to point to years of financial austerity, the long-term effects of COVID-19, and a workforce crisis in health and social care, which led to strikes over pay and working conditions (Wankhade, 2023). Lord Darzi's independent report confirmed what we already knew: long delays for GP appointments, increasing waiting times in Accident and Emergency, limited access to specialist mental health care for children and young people, a growing backlog of planned surgeries, and a lack of social care infrastructure to discharge patients from hospitals. These challenges have left the NHS in a 'critical condition' (Darzi, 2024). New job roles, such as 'Corridor Care Nurses', have been introduced to provide healthcare in makeshift spaces as demand continues to outstrip available resources (Walker, 2025; Trigger, 2025).

What can be done to address these systemic issues?

Each of the six Higher Education Institutions (HEIs) involved with EPIIC has been working to strengthen their local integrated care system infrastructures and address these health inequalities. As a collective, EPIIC is gathering evidence from local innovation projects being co-developed with partners, to understand what works, for whom, and how. This knowledge will help others learn from these local initiatives and scale them thoughtfully across health and social care systems.

EPIIC's external evaluation partner, the Workforce Development Trust (WDT), have been analyzing individual case studies from each organization. Their goal is to capture the added value, whether social, political, and economic, generated by these initiatives, providing an objective perspective. The WDT will present their findings on the first year of activities from all six collaborating EPIIC partners for the first time at today's conference. By capturing and sharing insights into what enhances integrated care, we are contributing to the knowledge base needed for modern health and care systems, as well as workforce reforms needed to support them.

What does innovation offer in advancing our understanding of what works, and for whom?

Looking back over the past year, we've identified patterns in how collaborations are addressing high-priority challenges in our system. EPIIC's work has had a catalytic impact on people, organizations, and communities. Engaging people where they live and work is a core part of our innovation strategy, as those who understand what needs to be done. By providing the right supportive infrastructure and empowering others, we can focus on releasing talent and expertise where it is most needed. Each person is enabled to be the best version of themselves in their role, whether that's as a physiotherapist, nurse, researcher, neighbour, citizen or community member.

Through our work with communities, practitioners, and each other, we are engaging in value-driven conversations with a common purpose. Our shared vision is to improve health and well-being, achieving what matters most to people by partnering with them to address the issues they face. However, traditional frameworks require us to present findings in academic formats that do not always best resonate with the people we aim to help. Our next challenge is to develop a language of empowerment that spreads throughout the systems we live and work, ensuring the knowledge we generate has lasting impact and can influence others, advancing their knowledge, skills, and expertise.

Enjoy today's discussions and be curious about what you hear. Consider how this work connects to your own workplace, your daily work life, and your priorities. What innovations are you excited to see brought to life? And finally, how can our EPIIC collaboration be leveraged to achieve highly effective integrated care systems?

Sally Hardy

Chair Eastern Partnership for Innovations in Integrated Care (EPIIC)

Professor of Mental Health and Practice Innovation, Director of Norfolk Initiative for Coastal and rural Health Equalities (NICHE) Anchor Institute, University of East Anglia.

References

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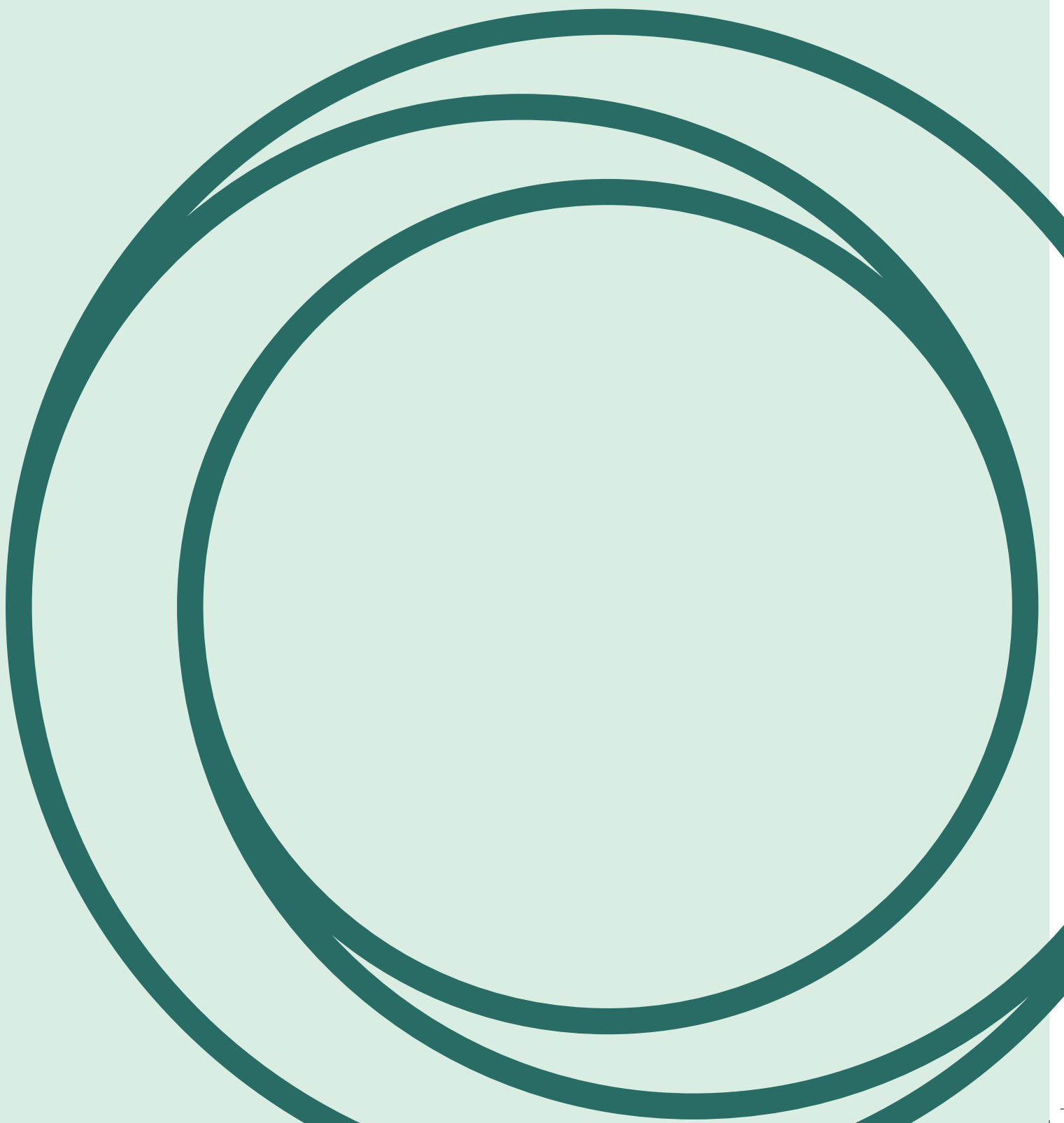
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Session summaries



Keynote 1

The 'future shift' in reducing inequalities

Susannah Howard

As the healthcare ecosystem evolves, staying at the forefront has never been more critical. Leading Systemic Innovation in Healthcare represents a transformational journey that embraces a broader and multi-faceted perspective on healthcare. Our future depends on our collective ability to harness innovation, adapt to emerging and disruptive technologies, navigate complex regulatory frameworks, and reshape organisational cultures to meet the changing needs of individuals and populations. Susannah will share her insights for the Suffolk and North East Essex (SNEE) system.

Panel

Chair: Sam Chenery-Morris

Panel: Edward Morris, Matthew Sweeting, Michael Thorne

The EPIIC Conference 2025 brings together leading experts to explore integrated care, health inequalities, systems leadership, and innovative solutions. This engaging event fosters knowledge exchange, accelerates innovation, and highlights scalable, sustainable models that address key barriers in healthcare integration.

A panel of distinguished speakers, including NHS leaders and academic experts, will discuss collaboration between universities and Integrated Care Boards (ICBs). The 40-minute panel session will feature reflections on the keynote address, linking it to the conference themes.

Key discussions will focus on workforce development, tackling shortages, improving retention, and fostering a diverse healthcare workforce. The integration of health and social care services, digital transformation, and cross-sector collaboration will be explored. Panellists will provide real-world examples of successful interventions, emphasizing how policy and leadership can drive meaningful change. Addressing health inequalities is a priority, with a focus on social determinants, culturally competent care, and policies to reduce disparities. Leadership strategies will highlight overcoming bureaucratic resistance, fostering innovation, and utilizing AI-driven healthcare planning. This conference provides a unique platform for collaboration, ensuring a forward-thinking approach to integrated care.

Keynote 12

The EPIIC Journey: Reflection and Projection

Matt Girdlestone and Eddie Kane

A highlight of the formative phase of the evaluation workstream and how this will evolve into a summative picture. Focus on how macro, meso and micro theory of changes connect in order to create a framework for measuring outcomes and impact.

Breakout Session Theme 1: Workforce

Emily Handley and Louise Pinder

The session highlights the challenges facing the workforce in integrated care, particularly in the East of England. Key issues include workforce shortages, retention, and training, with an emphasis on developing a more inclusive and diverse workforce. There is a strong focus on workforce transformation, ensuring that healthcare professionals are equipped with the skills needed for integrated care models. Efforts are being made to enhance recruitment, retention, and career development strategies to address staffing challenges. Additionally, initiatives are exploring how education, training, and collaboration between different sectors can contribute to a resilient and sustainable workforce.

Breakout Session Theme 2: Current Initiatives in Integrated Care

Yannis Pappas and Santosh Yatnatti

Various initiatives are underway to improve integrated care through innovative models and collaboration. These efforts bring together healthcare providers, academic institutions, local authorities, and the voluntary sector to develop practical, evidence-based solutions. Key areas of focus include improving access to care, enhancing service delivery, and using data-driven approaches to optimize healthcare planning. Digital tools and workforce innovations are being explored to ensure integrated care systems function efficiently and sustainably. These initiatives aim to foster knowledge exchange and scale up successful approaches for long-term impact.

Breakout Session Theme 3: Health Inequalities


Eva King and Anuja Joshy

Health inequalities remain a critical challenge in integrated care, with structural and social determinants playing a significant role in disparities. Efforts are focused on improving healthcare access for underserved and marginalized populations, addressing barriers to care, and promoting inclusive healthcare delivery. Research and initiatives highlight the need for culturally competent approaches, community engagement, and targeted interventions to reduce disparities. Addressing inequalities in rural, urban, and socioeconomically disadvantaged communities is a key priority, with an emphasis on ensuring fair and equitable healthcare for all.

Breakout Session Theme 4: System Leadership and Novel Innovations

Charlotte Mullins, Iosif Mporas and Delyth Ford

Effective system leadership is essential for driving transformation in integrated care. Challenges such as resistance to change, workload pressures, and bureaucratic constraints can hinder progress, making strong leadership a necessity. Innovative leadership approaches are being explored, including the use of digital tools, data-driven decision-making, and cross-sector partnerships to enhance service delivery. Novel innovations, such as AI-driven healthcare planning, technology-enabled workforce solutions, and new models of integrated care, are being developed to improve efficiency and patient outcomes. Sustainable and resilient healthcare systems require leaders who can embrace these innovations, foster collaboration, and implement strategies that promote integrated, patient-centred care.



The Exchange Zone

Overview of development and student initiatives, The Place, Gt Yarmouth.

Sam Chenery-Morris and Mandi Syrett

This presentation describes the journey, progress and challenges of a multi-partner education initiative in a Victorian Building in the centre of Great Yarmouth, Norfolk. A town with intergenerational inactivity but great potential for opportunities.

Integrated Workforce Development

Emma Blowers and Victoria Joffe

In this presentation, we will share media footage and discuss the impact the Health, Wellbeing and Care Hub has had on local workforce development, bridging service gaps and opportunities for clinical research. We will share the success of offering a fully integrated and innovative student placement offer to health and social care students and also the opportunities for promoting health and social care professions amongst our local community and wider University community.

Early Indicators of impact using the triple helix model

Sally Hardy

The potential for this session is to consider how the HEI based Anchor Institute innovation work being achieved across the East of England can provide impact at three levels of system architecture. The session will outline a triple helix model and provide examples of projects taking place in the Norfolk and Waveney ICS through NICHE which have made an impact. Early considerations of value base outcomes at social, political, system and workforce levels will also be presented.

Building an Inclusive Workforce for Integrated Healthcare: The Collaborative Targeted Outreach Programme (CTOP)

Nasreen Ali and Filiz Ozcan

The CTOP intervention aims to develop an inclusive health and social care workforce by engaging with young people, parents, career switchers, under-represented groups, and communities from diverse ethnic backgrounds to improve their knowledge, perceptions, and status of nursing, midwifery, allied health professions, and social work to increase their representation on courses and in the NHS workforce. CTOP has been delivered at community events in BLMK. Integral to CTOP is an embedded culturally competent approach to community engagement, utilising bi-lingual community researchers from local communities who were able to develop tailored messages as trusted messengers. Attendees at all CTOP events took part in a healthcare professionals quiz and heard life stories from professionals from diverse backgrounds working in health and social care. School pupils also visited the simulation suite and library. The BLMK community and school pupils were also invited to watch a live performance of the CTOP play which was developed in collaboration with Komola Collective and used storytelling to illustrate research findings which focus on the voices and lived experiences of young people, the community, and professionals from underrepresented groups on their views about the challenges and successes related choosing health and social care courses and careers.

University of Hertfordshire Integrated Care System (UHICS) Partnership Programme Research and Innovation Hub helps improve healthcare need for those with the greatest need

Phil Smith

The University of Hertfordshire Integrated Care System (UHICS) Partnership Programme Research and Innovation hub was set-up to make the best use of the university's expertise to support the delivery of the Hertfordshire and West Essex Research and Innovation strategy. The implementation of the strategy will bring several benefits to residents: 1) enhanced healthcare services, 2) more inclusive research, 3) increased community involvement, 4) more relevant workforce development, 5) improved health outcomes and 6) better economic benefits (which also promotes health outcomes). Updates on progress and learning are shared.

Changing research culture and narrative: building on lessons learnt from involving excluded patients in research.

Margaret Greenfields

This presentation builds upon activities which have been developed as a result of the research we introduced at the EPIIC conference in 2024. Firstly, the team's work on exploring the challenges to involving refugees and asylum seekers in research unexpectedly excavated the fact that researchers repeatedly reported that constraints placed on their research by ethics panels (even where research had been carefully co-designed with community collaborators and people with lived experience) could inadvertently act as a barrier to working with excluded patients, predominantly through creating insurmountable hurdles or creating lengthy delays which impacted access to research participants. As a result of this finding, we have been commissioned by Cambridge and Peterborough CB to create a suite of guidance for ethics panel members, who are asked to review applications in relation to 'inclusion health' populations. The developing guidance has attracted a considerable degree of interest and generous support from expert ethics panel members and ICB research commissioners, who have all contributed to the development and design of the briefings which will be formally launched in early summer 2025. This is a chance to obtain a 'sneak preview' of the guidance and hear about the key learning from the project.

Secondly, an update will be given of the progress of the UKRI funded 12 research site projects on use of community assets by refugees, asylum seekers and migrants (<https://migrefhealth.co.uk/>). At the 2024 EPIIC Conference we announced that our large academic and community collaborative team had just been awarded funding for the project and were commencing the process of obtaining ethics clearance and planning for research activities in each location. Attendees will now be given an opportunity to hear about the first year of the study, early emergent findings and the range of creative data-gathering activities underway in a number of locations across the East of England and London.



Speaker bios





Susannah Howard

Susannah has played a key role in the development of the Suffolk and North East Essex Integrated Care System (ICS) since 2016. Originally a psychologist, in the early part of her career Susannah worked in mental health at The Royal College of Psychiatrists Research Unit, Department of Health and Commission for Health Improvement. She led the East of England Development Centre for several years and then the unique NHS based business unit 'Enable East' for which she was named Essex 'Business Woman of the Year' in 2013. She has worked with the World Health Organisation (WHO) throughout her whole career, most recently in South East Asia.

She currently teaches on the Executive Education Programme 'Leading Systemic Innovation in Healthcare' at Imperial College in London and has also featured as an annual Guest Lecturer at Harvard University Extension School. Susannah is a member of the All Party Parliamentary Group and National Strategic Council for Obesity and she has held several major grants for the Big Lottery Fund. When not working, Susannah maintains an impressive collection of rare seashells and she and her husband are kept busy by their children, grandchildren and a miniature schnauzer called 'Nellie'.



Sam Chenery-Morris

Dr Sam Chenery-Morris is the Dean in the School of Nursing, Midwifery and Public Health. She has been contributing to the academic leadership of the University since 2015 and is a member of our University's Senior Leadership Team/Executive.

Sam has overall responsibility for teaching and learning in the School of Nursing, Midwifery and Public Health. She has eighteen years of experience, having taught all areas of the midwifery curriculum, School-level nursing and allied health professions curriculum development and has been the Associate Dean for Learning, Teaching and Student Experience.

Lately Sam has been leading on two funded projects researching inclusive practices in menopause support within the East of England's health and social care sectors. She also has oversight of two projects- The Place, Gt Yarmouth and Centre of Excellence for Health Apprenticeships.



Delyth Ford

Delyth has worked within Analytics in the NHS for 26 years. Although based within a commissioning setting Delyth has made use of all data available including Acute, Primary Care, Community and Mental Health. Her role within the HWE Population Health Management Team is to use data and insights to identify opportunities to improve outcomes for the HWE population. Delyth enjoys seeing the journey from data and insights to practical intervention that can make a difference.

Edward Morris

Dr Edward Morris CBE is regional medical director for the East of England, a post he started in December 2022, following his three-year Presidency at the Royal College of Obstetricians and Gynaecologists.

Dr Morris is also a consultant in Gynaecology at the Norfolk and Norwich University Hospital NHS Foundation Trust and Honorary Associate Professor at Norwich Medical School, University of East Anglia.

He took up his Presidency in 2019 and during his term he covered the COVID-19 pandemic, rapidly producing the RCOG COVID guidance, the call for workforce investment and the need to address health inequalities. Prior to his Presidency, he was RCOG Vice President for Clinical Quality (2016-2019) and Fellows representative for the East of England on RCOG Council (2011-2016). During his Presidency he also held the position of Vice Chair (Standards) at the Academy of Medical Royal Colleges.

He is globally recognised for his work throughout his career in patient safety, standards and guideline production and medical device work with the MHRA. He was the inaugural chair of the RCOG Patient Safety and Quality Committee and chairman of the British Menopause Society 2013-2015.

Dr Morris was awarded a CBE in the King's Birthday honours list in 2023 for services to the improvement of women's healthcare and to patient safety.



Matthew Sweeting

Dr Matt Sweeting is a Consultant Geriatrician at Broomfield Hospital and was appointed Interim Medical Director of NHS Mid and South Essex Integrated Care Board (ICB) in August 2023. He is also Chair of the Ageing Well Stewardship Group for the ICB.

He was formally an Executive Director at Farleigh Hospice and Divisional Director of Medicine and Emergency Care at Broomfield Hospital. Matt's specialist interests include acute frailty care, Parkinson's disease and movement disorders, and quality improvement in healthcare.

Matt is married to Michelle and has two lively children and supports his local church in Felstead.





Matt Girdlestone

Matt is a Principal Client Director at The Workforce Development Trust and leads programmes across the public sector. Matt spent many years as an intelligence analyst and change programme manager, focusing on evaluating and evidence new initiatives and implementation.



Eddie Kane

Professor Eddie Kane leads The Institute of Mental Health's Centre for Health and Justice.

Eddie leads teams delivering major national and international research programmes including Home Office and College of Policing Igrant funding programmes covering the development of evidence-based interventions at the health justice interface including violence reduction initiatives and mental health interventions in the justice system. He is currently working on the first nationally funded census of police involvement with individuals experiencing mental health issues and under the same programme is developing a framework for Police Forces to evaluate their Mental Health Triage schemes. He is also a Senior Fellow in the Institute of Global Innovation at the University of Birmingham working on Transnational Crime research. He was formerly the national Director of High Security Psychiatric Services. He also worked as the director of NHS performance and mental health for London and as director of mental health for the Northwest and West Midlands regions of England. He has been an NHS Trust CEO and held board-level positions in a variety of public, private and voluntary organisation.



Emily Handley

Emily Handley is an experienced Adult Registered Nurse currently serving as the Clinical Learning Environment Lead at the Cambridgeshire and Peterborough Integrated Care Board (CandP ICB). In this role, Emily is dedicated to enhancing the clinical learning environment, ensuring that healthcare professionals receive the best possible training and support.

Emily's career in healthcare began in 2008 when she started as a carer in the community. Her passion for patient care and professional development led her to pursue nursing, and she has since built a robust background in Acute Care and Clinical Education. Emily's expertise and commitment to excellence have been evident throughout her career.

Before her current role, Emily worked for NHS England (NHSE) as part of the Health Care Support Worker (HCSW) Programme within the East of England. She played a pivotal role in leading HCSW recruitment, retention, and development, significantly contributing to the growth and sustainability of the healthcare workforce in the region.

Outside of her professional life, Emily enjoys running and baking, activities that help her maintain a balanced and fulfilling lifestyle

Louise Pinder

Louise currently serves as a Director of Practice at Anglia Ruskin University. With 25 years of healthcare experience, she began her career as a Paramedic in the local ambulance service. Throughout her career, Louise has held various roles across the NHS, including operational management in emergency medicine, governance, quality improvement, and as a programme lead within an Integrated Care Board (ICB) setting. In her current role, Louise focuses on all aspects of practice learning for a range of disciplines, including various Allied Health Professions (AHP) and Nursing.



Santosh Yatnatti

Dr. Santosh Yatnatti is a medical doctor who holds an M.D. in Community Medicine, an MSc in Vitality and Ageing, and is a Fellow of the Royal Society for Public Health (RSPH), United Kingdom. He is currently working at the University of Bedfordshire (UoB), as a project manager at the BLMK ICS Research and Innovation Hub. In this role, he oversees over 20 research projects with a combined budget of 4.1 million pounds that are funded by NHSE and HEE to improve integrated care across Bedfordshire Luton and Milton Keynes region. Additionally, he serves as the Eastern Partnership for Innovation in Integrated Care (EPIIC) Secretariat at UoB. He has been a teacher and researcher for more than a decade. His expertise in aged policy led to an invitation to the G20, C20 working group. Numerous national and international organisations have recognised and supported his work, including WHO-SEARO and STAC Nepal.



Yannis Pappas

Professor Yannis Pappas is Director of the BLMK ICS Research and Innovation Hub with the University of Bedfordshire. His research has been making a consistent contribution to the planning and provision of improved, more accessible and responsive health and social care in the UK and internationally. His work in eHealth and integrated care has attracted opportunities for consultancy with foreign Ministries of Health, the Industry and other strategic boards. Among other roles, he is Scientific Evaluator with the European Institute of Technology, a European Union subsidiary, Editorial Board Member for BioMed Central and Advisor with UKeMed and Cansr. He also served as Member of the National Institute for Health Research Advisory Panel for Research for Patient Benefit and trained Academic GPs with the London Deanery for several years. Prior to his academic career, Professor Pappas worked in the NHS and the Industry.



Charlotte Mullins

Charlotte Mullins has worked within the NHS for 33 years in Acute, Community and Mental Health Trusts with her time spent more recently in commissioning organisations. Her role includes co-leading Population Health Management in HWE ICB and leading the Research, Innovation and Evaluation function. Charlotte enjoys putting data to use to improve our populations' outcomes and understanding how the role of Research has a critical role in acquiring new knowledge that will facilitate these improvements





Eva King

Eva is the clinical Director of University of Suffolk Dental CIC where she is responsible for all aspects of clinical governance, workforce development and quality dentistry.

She has a keen focus on workforce development as a Training Programme Director with NHSE Workforce, where she leads and teaches early years dentists on the Foundation Dental and Dental Core Training Curriculum.

Eva has a strong background in Special Care Dentistry where she has been dedicated to serving vulnerable groups and reducing dental inequalities in the population.

As the lead for Oral and Dental Research in the UK and in East of England with National Institute of Health Research, (NIHR) she and brings a passion of using new ideas to provide better patient care from a strong evidence base.

With studies in Implementation and Improvement and Healthcare Leadership, Eva is committed to leading change for the better.



Anuja Joshy

Anuja is an overseas dentist with a wealth of experience working in the Indian dental healthcare system, having graduated from Rajiv Gandhi University of Health Sciences. She has worked in both private and government dental practices in India and treated those most in need. Anuja is committed to making a difference to health inequalities and advancing knowledge of skills mix in dental teams.

After relocating to the UK, she completed her Dental Therapist registration with the General Dental Council (GDC) currently works as a Dental Therapist at the University of Suffolk Dental CIC.



Iosif Mporas

Dr Iosif Mporas is currently a Reader in signal processing and machine learning (Associate Professor) at the University of Hertfordshire. He is also Director of the Research Centre Networks and Security, and Academic Lead of the Intelligent Autonomous Control Systems Lab. He received the Diploma (5-years) and Ph.D. degrees in electrical and computer engineering from the University of Patras, Greece, in 2004 and 2009, respectively. He has participated in more than twenty EU-funded and UKRI funded research and development projects as a researcher, a senior researcher, and a principal investigator. He has authored or co-authored more than 150 papers in international journals and conferences cited more than 2115 times (h-index: 23). His research interests include applications of signal processing and machine learning. He serves as a reviewer of grant applications, a reviewer of international journals, and a program committee member in international conferences, while he was the General Chair of the Joint SPECOM/ICR 2017 Conference and the Technical Chair of the ICESF 2020 Conference.

Mandi Syrett

Mandi is the Project Manager for the Centre of Excellence for Health Apprenticeships, working at the University of Suffolk, developing apprenticeship pathways from level 2-7 with FE college partners and Suffolk and North East Essex and Norfolk and Waveney ICBs. Previous to this role she was the Head of Apprenticeships for the School of Nursing, Midwifery and Public Health, prior to this she was working with Health Education England and local Trusts in developing the role of Nursing Associates and was the Course Lead for the Nursing Associate and Assistant Practitioner courses.

Mandi is a Lecturer in Health Apprenticeships and has been a qualified Diagnostic Radiographer with over 20 years' experience in both acute and community healthcare. She has worked and studied at Addenbrookes, Norfolk and Norwich, Ipswich and Felixstowe Hospitals. She moved into practice education for Radiography at Ipswich Hospital for 2 years before moving into clinical education for Apprenticeships. She completed her PgC in Healthcare Education in 2016.



Nasreen Ali

Nasreen Ali is a Professor of Public Health Equality at the University of Bedfordshire leading on the Talk, Listen, Change (TLC) Workforce Research Programme, which focuses on research and interventions to develop an inclusive workforce. Her research is multidisciplinary, collaborative, and applied, centering on improving the health and social care outcomes for marginalised and disadvantaged communities across the life-course. Through her work, she influences policy, service design and delivery of inclusive and responsive care. She has also developed pathways for inclusive community engagement strengthening prevention and early intervention strategies to address disparities in health and social care outcomes within and between groups.



Filiz Ozcan

Filiz Ozcan is the director of Choices: Deluxe Edition, a thought-provoking play commissioned by the University of Bedfordshire. It explores the challenges young people face entering health and social care, highlighting barriers to access and inspiring greater diversity within the sector. She is also the Joint Artistic Director of Komola Collective, an award-winning arts company dedicated to telling stories from a female perspective. For Komola Collective, Filiz has directed productions including Aleya Twist in Bangladesh, Women of Tagore, Shahrazad, Women of Shakespeare (cabaret style), Daughter of the Forest, Of Blood and Fire, and the Offie-nominated Birangona: Women of War. Through her work, Filiz amplifies underrepresented voices and creates impactful, thought-provoking theatre.





Emma Blowers

Emma Blowers is the manager of the Health, Wellbeing and Care Hub. Emma is a chartered Physiotherapist, qualifying at the University of Nottingham in 2005. She has worked across acute and community settings in Suffolk and North East Essex, predominantly focusing her clinical skills in paediatric neurology and orthopaedic physiotherapy. Emma has operationally led a variety of children's and adult services during her career. Prior to joining the University of Essex, Emma was General Manager for a large portfolio of community rehabilitation, nursing and specialist services, at East Suffolk and North East Essex Foundation Trust. Her clinical interests focus on children and young people with SEN and complex neurological conditions. Emma is passionate about integrated service provision and collaborative working at system level.



Victoria Joffe

Victoria Joffe is Professor of Speech and Language Therapy, and Dean of Integrated Health and Care Partnerships at the University of Essex. Victoria's area of clinical and research expertise includes speech, language and communication disorders in children and young people, Developmental Language Disorder, the interface between education and speech and language therapy collaborative practice and the training of teaching staff, Narrative and Vocabulary Interventions, language and literacy development, and evidence-based practice.

Victoria works with various health trusts, integrated care systems, education authorities and third sector organisations devising and evaluating research into models of service delivery across the lifespan. She provides training and consultancy to professionals working with children and young people with diverse needs.

Victoria is co-editor of the journal, *Child Language Teaching and Therapy*, and acts as a speech and language therapy partner for the Health and Care Professions Council. She is chair of the RCSLT's national clinical excellence network for older children and young adults with speech, language and communication needs. Victoria is working on two National Institute Health Research-funded research projects looking into a new intervention for children with social communication disorder, and the use of apps to facilitate communication in adults with aphasia. She is also involved in research on stammering, Down Syndrome and dementia and stroke care.



Sally Hardy

Throughout her academic career, Professor Sally Hardy has remained closely linked with the NHS, promoting practitioner led inquiry and transformational change through evidence-based health care. Sally re-joined the University of East Anglia in September 2019 as Professor of Mental Health and Practice Innovation and Dean School of Health Sciences and is now focusing on leading the Norfolk Initiative for Coastal and rural Health Equalities (NICHE), Anchor Institute for the Norfolk and Waveney Integrated Care System. Sally's research focuses on understanding what factors contribute to sustainable workplace cultures and effective health and social care systems. She has recently taken on the Leadership role of the NICHE Anchor Institute at UEA and has become a Non-Executive Director with Norfolk and Suffolk Mental Health Trust.

Phil Smith

Dr Phillip Smith is Head of Research and Innovation (job share with Fiona Smith) Hertfordshire and West Essex Integrated Care Board and also Associate Director of Research, Chair of Sustainable Models of Care Group East and North Hertfordshire NHS Trust. Phillip works at national, regional, and local scale to ensure that research and innovation in the National Health Service (NHS) is developed and used to improve patient experience and outcomes, to address population health needs and to reduce inequality. This involves working with relevant NHS and Social Care Organisations to collaborate with academia, industry, and the National Institute for Health Research to ensure that all our local population can have access to increased research opportunities that are of a national and or local importance.

A key part of what I do is to support equality, diversity, and inclusion. I want the NHS to provide a great place to work for everybody regardless of who they are or where they come from. When we listen to what our colleagues say, when we look at the results of workforce data and our annual staff survey, we know that we are doing many things well but there are areas which we know we need to improve on. I am committed to address these areas.



Margaret Greenfields

Margaret is Professor of Social Policy at Anglia Ruskin University. Margaret's background as a policy professional, (who initially trained as a community lawyer with a particular interest in family law and homelessness) underpins her research, consultancy, teaching and evaluation activities as an academic. She has worked extensively in the field of social inclusion (with particular reference to inclusion health and accommodation issues), ethnicity, equalities and social justice with a specific emphasis on undertaking collaborative research with communities at risk of marginalisation, racism and 'othering'.

She has a long history of working collaboratively with Romani Gypsy, Traveller, Roma, and more recently Showmen and Boater communities at local, UK and international levels as well as undertaking policy and practice engaged research with refugees and asylum seekers, vulnerable migrants, homeless people, LGBT+ people of faith and members of other communities whose voices are often silenced.





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