

GLOBAL Leaders TODAY

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July-Sept 2023

LEADING THE FUTURE OF HEALTHCARE: DR. BERNAT SORIA

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From the Editor

Dear Readers,

It is with great pleasure that we present the July-September issue of Global Leaders Today, with the theme "Leading the Future of Healthcare: Innovations and Best Practices." This issue focuses on visionary leaders who are paving the way for the future of healthcare and delivering exceptional results through innovative practices and cutting-edge technologies.

We are proud to feature leaders such as Stéphane Bancel, the CEO of Moderna, whose pioneering work in developing mRNA technology has played a crucial role in the fight against COVID-19 and Dr. Vivek Murthy, the US Surgeon General, who has been leading the charge in promoting public health and wellness. Furthermore, our cover story features the inspiring journey of Dr. Bernat Soria, a renowned scientist and former Minister of Health and Consumer Affairs of Spain. Dr. Soria is widely acclaimed for his groundbreaking research in physiology, regenerative medicine, and stem cell research.

We have also included insightful contributions from leading healthcare experts such as "The Clinician of the Future" by Roni H. Amiel, exploring the role of technology and innovation in shaping the future of healthcare, and "Redefining Leadership with a Flavour of Indian Mythology and Immanuel Kant" by Dr. Raul V. Rodriguez, Vice President of Woxsen University, discussing how philosophical principles can inform leadership.

In conclusion, I express my gratitude to the dedicated team at Global Leaders Today for their hard work in putting together this exceptional edition. I also want to thank our esteemed readers for their continued support and engagement. We hope that the content in this issue will inform, educate, and inspire you as we navigate the future of healthcare together.

Best Regards,
Elena Arnaiz
Editor at Global Leaders Today

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Leading The Future Of Healthcare: Innovations And Best Practices

The COVID-19 pandemic has brought the healthcare industry to the forefront, exposing its vulnerabilities and highlighting the need for structural and technological transformation. The industry faces a growing storm of affordability challenges, access issues, and limited progress on outcomes, which threatens nearly half of the industry's profit pools. However, those who can weather this storm have a trillion-dollar opportunity to create value and improve healthcare by transforming care delivery, improving clinical productivity, applying technology, and simplifying administrative procedures.

To succeed in the future, the healthcare industry must embrace a fundamental shift from treatment-based reactionary care to prevention and well-being. This shift will see the industry's traditional boundaries dissolve, and new roles will emerge as exponential innovation propels the industry toward 2040. By that time, healthcare, as we know it today, will no longer exist, and wellness will take center stage. The industry must embrace new technologies, improve collaboration, and focus on patient-centered care to prepare for this transformation.

Innovation is critical to addressing the challenges faced by the healthcare industry, particularly in meeting the evolving needs of patients. One example of innovation is the application of design-thinking principles to healthcare problems, such as improving the patient experience. The Health Transformation Building in Austin, Texas, is an example of how patients can be encouraged to spend their time in welcoming and comfortable environments, rather than sterile waiting

areas. Despite the potential for design thinking to revolutionize healthcare, most organizations are not fully utilizing this methodology to find solutions to their most challenging problems.

Patient-generated health data (PGHD) is a prime example of how innovation is transforming the healthcare industry, with health apps and wearables enabling patients to manage their health through their phones. Companies like Senosis and iSono Health are at the forefront of this movement, offering apps that allow patients to monitor their lung function, hemoglobin counts, and conduct breast exams. The growing demand for healthcare providers to embrace technology is demonstrated by a study that found 62% of patients would choose a provider who uses their wearable device data over one who does not.

The potential of PGHD to revolutionize healthcare delivery cannot be overstated, as it fills the gaps between traditional office visits and provides doctors with more comprehensive and continuous data on their patients' health. By empowering patients with the ability to track their own health data, healthcare providers can offer personalized care that better aligns with patient preferences and expectations.

Therefore, despite the challenges facing the healthcare industry, the trillion-dollar opportunity to create value and improve healthcare is indisputable. To capitalize on this opportunity, industry leaders must embrace innovation and transformation, using emerging technologies to address the most pressing challenges facing the industry. By doing so, they can ensure their organizations are resilient enough

to weather the storm and thrive in the coming years, delivering better care, improved outcomes, and increased patient satisfaction.

In conclusion, the healthcare industry is at a crossroads, facing both unprecedented challenges and unparalleled opportunities. To succeed in this new environment, healthcare organizations must embrace innovation, leverage technology, and develop the proper infrastructure and training for their teams. Leaders must be willing to take intelligent risks and make bold bets to position their organizations for the future. The combination of visionary leadership, sustainable execution of an innovative consumer-centric strategy, and measured planning will be the key to predicting the winners in the future of healthcare. The trillion-dollar opportunity to create value and improve healthcare is within reach, and healthcare leaders must seize it.

As the healthcare industry faces unprecedented challenges and opportunities, visionary leadership is essential to drive change and shape the industry's future. Healthcare organizations must embrace innovation, leverage technology, and develop the proper infrastructure and training for their teams. Leaders who take intelligent risks and make bold bets will be the key to predicting the industry's future winners.

In line with this, the July-September 2023 issue of Global Leaders Today's Quarterly will feature healthcare leaders from diverse geographies and cultures who exemplify the visionary leadership required to pave the way for innovative solutions that will disrupt the industry.



NEWSMAKERS

Dr. Eric Goosby*Special Envoy on Tuberculosis, United Nations*

Dr Eric Goosby was appointed the UN Secretary-General's Special Envoy on Tuberculosis, 2015-2018. As Special Envoy, Dr Goosby worked to raise the profile of the fight against TB and promote the adoption, financing and implementation of the World Health Organization's global End TB strategy and its international targets for TB prevention, care and control, and focused on establishing the first-ever UN High Level Meeting on TB in 2019. Dr Goosby has dedicated his professional life to tackling global health diseases, particularly HIV/AIDS and TB. Between 2009 and 2013, he served in the US State department as the Ambassador-at-Large and the US Global AIDS Coordinator, directing the US President's Emergency Plan for AIDS Relief. He is a Professor of Medicine and Director of the Center for Global Health Delivery, Diplomacy and Economics, Institute for Global Health Sciences.

Dr. Sania Nishtar*Founder, NGO Heartfile*

Cabinet portfolio of Poverty Alleviation; in that role, she founded and was responsible for implementing Ehsaas, the most extensive social protection program in the country's history, which reached out to 15 million households and was widely acclaimed internationally. She was also the Chairperson of the Benazir Income Support Program during that time. Dr. Nishtar is the former Chair of several multilateral initiatives: WHO's High-Level Commission on Non-communicable diseases; U.S National Academy of Sciences Global Study on the Quality of Healthcare in LMICs; UN International Institute for Global Health's Advisory Committee and WHO's Commission on Ending Childhood Obesity. She has received many international awards for her work and is widely published. In 2020 she was listed amongst BBC's 100 most influential women globally.

Senator Dr. Sania Nishtar is a member of Pakistan's Senate (upper house of Parliament). From November 2018 - May 2022, she served as Special Assistant to the Prime Minister of Pakistan and Federal Minister, where she held the

Dr. Eric Topol*Founder & Director, Scripps Research Translational Institute*

Dr. Eric Topol is a renowned American cardiologist, scientist, and author who serves as the founder and director of the Scripps Research Translational Institute and a professor of Molecular Medicine at The Scripps Research Institute. He is also a senior consultant at the Division of Cardiovascular Diseases at Scripps Clinic in La Jolla, California, and editor-in-chief of Medscape and theheart.org. Dr. Topol has authored three bestselling books on the future of medicine, including "The Creative Destruction of Medicine," "The Patient Will See You Now," and "Deep Medicine: How Artificial Intelligence Can Make Healthcare Human Again." Additionally, he was appointed by the UK in 2018-2019 to lead planning for the National Health Service's future workforce, integrating genomics, digital medicine, and artificial intelligence. Dr. Topol has received multiple grants and awards, including a \$207 million grant from the National Institutes of Health to lead a significant part of the Precision Medicine Initiative (All of Us Research Program), and a \$35M grant from the National Institutes of Health to promote innovation in medicine and the education and career training of future medical researchers.

NEWSMAKERS

Dr. Senait Fisseha*Director of Global Programs, Susan Thompson Buffett Foundation*

Dr. Senait Fisseha is a globally-recognized leader in reproductive health & rights and a lifelong gender champion. She currently serves as the Director of Global Programs at the Susan Thompson Buffett Foundation, as well as Chief Advisor to the Director General of the World Health Organization. A reproductive endocrinology specialist, prior to these roles, Professor Fisseha was the Chief of the Division of Reproductive Endocrinology & Infertility at the University of Michigan, Medical Director of the University of Michigan's Center for Reproductive Medicine and founding Executive Director of the Center for International Reproductive Health Training (CIRHT). While at Michigan, she also co-directed the Medical School's Path of Excellence in Global Health & Disparities. She has received numerous awards including the Ethiopian Ministry of Health's highest award, the University of Michigan's Bicentennial Alumni Award, and the 2019 Distinguished Alumni Award from Southern Illinois University School of Medicine.

Dr. Ola Orekunrin*Founder, Flying Doctors Nigeria Ltd.*

Dr. Ola Orekunrin is an accomplished medical doctor, entrepreneur, and leader in the healthcare industry. She is the founder of Flying Doctors Nigeria Ltd, the first indigenous air ambulance service in West Africa, which has been

instrumental in providing timely medical attention to critically injured individuals who are often far away from hospital care. Dr. Orekunrin is a 2013 New Voices Fellow at the Aspen Institute and a board-certified member of the American Academy of Aesthetic Medicine. She graduated from the University of York in Britain and received the prestigious MEXT Japanese Government Scholarship in 2008, where she conducted groundbreaking research in regenerative medicine, specifically on induced pluripotent stem cells. Dr. Orekunrin is recognized as a national expert of disaster medicine and pre-hospital care, and her exceptional work has garnered attention from reputable media outlets such as the BBC and CNN, as well as various local TV and radio stations.

Dr. Prathap C Reddy*Founder & Chairman, Apollo Hospitals*

Dr. Prathap C Reddy, the visionary Founder Chairman of Apollo Hospitals, is widely credited as being the

architect of modern Indian healthcare. Apollo Hospitals was established in 1983 and introduced international quality healthcare to India, at a cost that was a tenth of comparable costs in the Western world. Dr. Reddy propagated Preventive Healthcare with the concept of Annual Health Checks. As a cardiologist, he recognised that the battle against disease had to go beyond hospitals and envisioned the Billion Hearts Beating campaign, an endeavor that deploys innovative mediums to encourage Indians to stay heart-healthy. Dr. Reddy has also been the Chairman of the Confederation of Indian Industry's National Health Council and advisor to its committees on Healthcare, Health Insurance, Public Health and Pharma. Dr.Reddy was also pivotal in the genesis of NATHEALTH - the Healthcare Federation of India. Dr. Reddy was conferred the 'Padma Vibhushan' the second highest civilian award, acknowledging his untiring pursuit for excellence in healthcare.

Making Healthcare for All a Reality

Dr. Tedros Adhanom Ghebreyesus was elected WHO Director-General for a five-year term by the WHO Member States at the Seventieth World Health Assembly in May 2017. In doing so, he was the first WHO Director-General elected from among multiple candidates by the World Health Assembly. He was the first person from the WHO African Region to head the world's leading public health agency. Dr Tedros has also received multiple national and institutional recognitions, including becoming the first non-American to be awarded the Jimmy and Rosalynn Carter Humanitarian Award in 2011 in recognition of his contributions to public health; one of Time magazine's 100 most influential people of 2020; the African of the Year Award for 2020 of the African Leadership Magazine; and Global Health Leader Award presented by Amref Health Africa in 2021, amongst others.

By **Elena Arnaiz**

Born and raised in the conflict-ridden Tigray region of Ethiopia, Dr Tedros witnessed first-hand the devastating effects of civil war and the prevalence of diseases like malaria and measles. Recalling the dreaded period, he says, "I recall being deeply aware of the suffering and death caused by malaria as a child. The loss of my younger brother, possibly from a preventable disease like measles, remains a defining personal experience that drives my unwavering commitment to global healthcare."

This adversity further fueled his passion for improving health outcomes and serving communities in need. He pursued his academic education in the field of biology, earning a Bachelor of Science degree from the University of Asmara in 1986. After gaining experience as a junior public health expert for the Ministry of Health in Ethiopia, he furthered his studies in the immunology of infectious diseases by obtaining a Master's

degree from the University of London in 1992. He solidified his expertise and credentials in the field of public health with a Ph.D. in Community Health from the University of Nottingham in 2002. Dr. Tedros' showcased his brilliance in the sector during his tenure as the Minister of Health from 2005 to 2012, during which he led a comprehensive reform of Ethiopia's health system, focusing on universal health coverage and provision of services to all people, even in remote areas.

Dr. Tedros' leadership had a lasting impact on the health sector in Ethiopia. Under his guidance, the country saw significant growth in its health infrastructure, with innovative health financing mechanisms and an expanded health workforce. One of the key reforms he drove was creating a primary healthcare extension program that deployed 40,000 female health workers throughout the country. The results of these efforts were remarkable, with an



I recall being deeply aware of the suffering and death caused by malaria as a child. The loss of my younger brother, possibly from a preventable disease like measles, remains a defining personal experience that drives my unwavering commitment to global healthcare.



approximate 60% reduction in child and maternal mortality compared to 2000 levels.

Under his tenure as the Minister of Foreign Affairs from 2012 to 2016, Dr Tedros elevated the issue of health to a national, regional, and global political level. He was critical in negotiating the Addis Ababa Action Agenda, a landmark agreement in which 193 countries committed to providing the necessary financing to achieve the Sustainable Development Goals. This commitment has helped ensure that health remains a top priority for governments and communities worldwide.

He then took office as the Director-General of the World Health Organization (WHO) on July 1st, 2017. Dr Tedros initiated the most significant transformation in the organization's history. Under his leadership, the WHO has achieved numerous milestones and has been instrumental in advancing global health efforts. Dr Tedros' commitment to improving health outcomes and his innovative approach to leadership has set a new standard for the WHO and the global health community.

Dr Tedros has a unique approach to tackling health problems, rooted in his commitment to reaching people at the grassroots level. He says, "I like traveling to rural areas. I like to see real people. I like to see the problem. You can't see it from here." A deep sense of purpose drives his passion for solving health problems; he explains, "Many people say they're motivated by a positive thing. But for me, what wakes me in the morning is the problem that has to be addressed. So I push on."

Under Dr. Tedros' leadership, WHO has made tremendous strides in improving health outcomes and reducing the impact of diseases globally. He says, "One of the most significant achievements is the successful implementation of a malaria vaccine, which has already been administered to over one million children in Ghana, Kenya, and Malawi. The widespread use of this vaccine, as recommended by WHO, has the potential to save thousands of lives, especially in Africa, each year." He continues, "In the past five years, 14 countries and territories have successfully

eliminated at least one neglected tropical disease, while the cases of African trypanosomiasis have declined by 90% in just ten years." Additionally, the number of cases of Guinea worm disease has dramatically reduced, with only 15 cases reported last year, compared to 3.5 million in the mid-1980s. He adds, "With only two cases reported in 2022, the dream of a world free of this disease is within reach. The fight against poliovirus also yields positive results, with only four cases reported in Afghanistan and Pakistan this year, despite two new cases reported in Malawi and Mozambique."

In addition, Dr Tedros successfully navigated the uncharted waters of the COVID-19 pandemic, providing critical guidance and support to nations worldwide. He also expertly guided the response to Ebola outbreaks in the DRC and the health consequences of multiple humanitarian crises, most notably the war in Ukraine. With his unwavering commitment to improving health outcomes, Dr Tedros has proven to be a visionary leader, navigating complex challenges and achieving meaningful results.

Despite all the progress and achievements, Dr Tedros recognizes that the challenges facing global health are still immense and persistent. He acknowledges the looming threat of climate change and the impact it will have.

He says, "The specter of climate change threatens worsening natural disasters, rapid urbanization, forced migration, and economic hardship for the most vulnerable. Despite significant global advances, the inability to effectively address epidemics and health emergencies still prevails and continuously threatens global health security and economic development," warns Dr Tedros.

To tackle these challenges, he believes in the power of being proactive and prepared rather than being reactive. As the famous quote goes, "An ounce of prevention is worth a pound of cure."



The Clinician Of The Future

- Written by contributing writer, Roni H. Amiel, Group CEO, Healthcare Leaders Group



About the Author:

Roni Amiel is an executive leader with over 25 years of progressive experience in the healthcare industry, with HealthTech, MedTech, Health Systems, Medical device Pharmaceutical, Biotechnology, Payer, Academic, and City/State Government. Roni Amiel has a vast experience in establishing and running strategic innovation organizations globally. His progressive experience along with imaginative leadership, strategic vision, and analytical qualities, has a successful track record delivering innovative, measurable results that drive growth, adds value, solve problems and position the organization for the future.

Roni has served executive leadership roles CEO, CTO and CISO driving growth and success in a highly competitive market, globally. Roni is also a strong advocate for sustainable innovation in healthcare and has implemented numerous sustainability initiatives in the areas of computational medicine and biomedical informatics resulting in patient-centered, efficient, and innovative healthcare delivery that leverages new technologies and approaches to improve health outcomes and reduce costs.

The clinician of the future will encounter the patient of the future: an informed, empowered member of their own care team. Clinicians working in partnership with their patients, utilizing health data and advanced clinical insights to make informed decisions. There is a global consensus that the future of healthcare is a patient-centered, efficient, and innovative healthcare system that leverages new technologies and approaches to improve health outcomes and reduce costs.

Clinicians of the future will need to be comfortable working with large amounts of omics data, including electronic health records, genomic data, and other sources of health information. They will trust AI (artificial intelligence) to assist in analyzing the data to make informed decisions about patient care. As healthcare becomes increasingly digital, clinicians will need to be comfortable using a wide range of technologies to deliver care.

Clinicians of the future will need to work collaboratively with other healthcare providers, including nurses, pharmacists, and other clinicians. They will also need to be empathetic and able to connect with patients on a personal level. Continuous learning is required for clinicians of the future; with medical knowledge and technologies constantly evolving, they must be committed to lifelong learning and professional development in order to stay up-to-date and provide the best possible care for their patients.

Clinicians face several challenges in today's healthcare system, including burnout due to heavy workloads, long hours, and high stress levels. Rapid technological advancements can be challenging to keep up with, and the use of digital tools and electronic health records can add to their workload. Increasing administrative burden with more paperwork and documentation required for billing and regulatory

compliance can take time away from patient care and lead to burnout. Patients today are dealing with multiple chronic conditions and complex health issues, making their care more challenging and time-consuming. Clinicians are under pressure to provide high-quality care while reducing healthcare costs, creating a conflict between patient care and budget constraints. Workforce shortages in certain specialties and geographic areas lead to increased workloads and burnout for those who remain.

The current state of healthcare remains complex and multifaceted, we are witnessing how the future is likely to be shaped by advances in technology. There are several positive trends in healthcare that are worth noting. Here are some examples:

- **Personalized Medicine:** Advances in genomics and other biological markers are enabling healthcare providers to tailor treatments to an individual's unique genetic makeup and other biological factors, reducing the risk of adverse reactions and improving outcomes.
- **Robotics and Automation:** The use of robots and automated systems in healthcare is increasing, from routine tasks such as medication dispensing to assisting healthcare providers in diagnosis and treatment. This could lead to improved efficiency, accuracy, and patient outcomes.
- **Virtual and Augmented Reality:** The use of virtual and augmented reality technologies could create immersive healthcare experiences, allowing patients to undergo procedures and treatments in virtual environments, reducing anxiety and discomfort.
- **Nanotechnology:** The use of nanotechnology in healthcare could lead to the development of new diagnostic tools and targeted therapies, allowing healthcare providers to identify and treat



diseases more precisely with fewer side effects.

- **Telemedicine and Remote Care:** Advances in telemedicine and remote care are making healthcare more accessible to people living in remote areas, as well as those who have difficulty traveling to traditional healthcare settings, leading to improved access to care, earlier diagnosis, and better patient outcomes.
- **Greater Emphasis on Preventive Care:** With a greater emphasis on preventive care, healthcare is shifting towards keeping people healthy rather than treating illness after it occurs, leading to improved population health, reduced healthcare costs, and better quality of life for individuals.

The time is NOW!! for innovation at scale and multidisciplinary approaches to address the complex opportunities and solve big problems! An example of a technology that can do this is: Artificial intelligence (AI). AI can analyze large amounts of patient data and assist healthcare providers in making diagnoses, predicting outcomes, and developing treatment plans. AI can also help optimize workflows and reduce administrative burden by automating certain tasks such as appointment scheduling and data entry. Additionally,

AI-powered chatbots and virtual assistants can help patients access healthcare information and support. However, it's important to note that AI is not a replacement for human healthcare providers and should be used in conjunction with clinical expertise to provide the best possible patient care.

AI is already playing a significant role in transforming healthcare by improving efficiency, accuracy, and patient outcomes. AI algorithms are being developed to analyze large datasets such as electronic health records, medical imaging, and genetic information to identify early signs of diseases like cancer, Alzheimer's, and heart disease, leading to earlier detection and treatment. AI is also being used to develop personalized treatment plans for patients based on their unique medical history and genetic makeup, leading to more effective treatments. Additionally, AI is being utilized to analyze medical images, predict drug efficacy and safety, monitor patients in real-time, and alert healthcare providers to potential issues. AI has the potential to accelerate drug discovery, improve patient monitoring, and reduce hospitalizations, and ultimately transform healthcare.

The advancements in technology and the shifting focus towards preventive care and patient-centered approach has led to a significant improvement in

the healthcare system. The integration of digital tools, such as telemedicine, wearables, and mobile apps, has improved access to healthcare services, especially for remote and rural areas. These technological advancements have also helped in early disease detection, personalized treatments, and efficient patient monitoring.

The use of Artificial Intelligence (AI) has also brought a revolution for the "clinician of the future" by providing more accurate diagnosis, predictive modeling, and personalized treatment plans. The shift towards outcome-based care, rather than just the number of services provided, is also a promising development. This approach is expected to encourage healthcare providers to prioritize preventive care, reduce hospitalizations, and optimize care coordination, ultimately leading to better patient outcomes.

Overall, these advancements in technology, a patient-centered approach, and the shift towards outcome-based care have the potential to provide the clinician of the future an opportunity to improve healthcare access, outcomes, and personalization. With continued investment and support, the healthcare system and clinicians can continue to evolve and improve, bringing a brighter future for all.

Dr. Bernat Soria: A Visionary in Regenerative Medicine and Public Health

Dr. Bernat Soria is a distinguished scientist and former Minister of Health and Consumer Affairs of Spain, widely recognized for his contributions to the fields of physiology, regenerative medicine, and stem cell research. He has held numerous academic and research positions throughout his career, including Professor of Physiology at several universities in Spain, Director of the Andalusian Center for Molecular Biology and Regenerative Medicine in Seville, and Professor of Regenerative Medicine at the University Pablo de Olavide in Seville. Dr. Soria has also edited four books and authored over 160 scientific papers. His work has been recognized with numerous awards and honors, including the Prize and Gold Medal of the Royal Academy of Medicine, the Medal of Andalusia, and the High Cross of the Carlos III Order from the King of Spain.

By **Elena Arnaiz**

Dr. Bernat Soria Escoms was born in the small Spanish town of Alcoi, located in the province of Alicante. Growing up, he showed a keen interest in science, particularly biology, and medicine. His passion for these fields led him to pursue higher education at the University of Valencia, where he obtained his MD and Ph.D.

After completing his doctoral studies, Dr. Soria did his postdoctoral research at prestigious institutions such as the Max Planck Institute for Biophysical Chemistry and the University of East Anglia. He worked as a Senior Research Associate in the School of Biological Sciences. His work in these institutions allowed him to develop his skills and gain expertise in stem cell research, diabetes, biophysics of pancreatic islets, and their pathophysiology.

Along the way, Dr. Soria held several leadership positions in scientific organizations, including the presidency of the Spanish Diabetes Society, the Spanish Biophysical Society, and the Spanish Society of Physiological

Sciences. Additionally, he served as the President of the European Stem Cell Network and the European Association of Biophysical Societies, further showcasing his dedication to advancing scientific research.

Dr. Soria is a visionary researcher in the field of stem cells; one of his most notable achievements has been the development of a technique to differentiate stem cells into insulin-producing cells. This innovative method has shown great promise in treating type 1 diabetes by cultivating pancreatic islets and leading to a breakthrough in the differentiation of embryonic stem cells into functional beta cells responsible for producing insulin. Dr. Soria's success in this area has inspired many other researchers to explore this promising avenue.

However, Dr. Soria recognized the challenges that researchers in the field of medical science face. When asked about the limitations, he emphasized the need for a change in regulation and financial budget. He stated, "Changing the law is not enough; you need to fund projects,



I believe that by collaborating with other countries and organizations, we can achieve greater progress in the field of medicine. Whether through sharing knowledge or conducting joint research, we can work together to find new solutions for the world's most pressing health challenges.



Changing the law is not enough; you need to fund projects, too; otherwise, you never get results.



too; otherwise, you never get results." He further noted that these limitations are not unique to stem cell research but also affect other areas, such as orphan drugs.

Apart from his research, Dr. Soria also served as the Health Minister of Spain from 2007 to 2009, where he made significant contributions to the field of public health. During his tenure, he implemented several policies to improve the Spanish healthcare system, including universal healthcare coverage, promoting healthy lifestyles, and improving patient care and access to medicines. His efforts in the field of public health have earned him respect and admiration from people around the world.

In addition to his policy-making, Dr. Soria established the Carlos III Health Institute, a government agency dedicated to promoting research and development in biomedicine. The institute has since become one of Spain's most important institutions for biomedical research, focusing on infectious diseases, cancer, and neuroscience. Dr. Soria's vision for the institute was to facilitate new therapies for those pathologies for which there is no solution yet. He says, "Among my first provisions as a Minister, I created a general direction for advanced therapies."

Moreover, Dr. Soria played a crucial role in developing the Spanish Strategy





When you want to develop an area, you also need to improve training along with regulation. When we started researching stem cells, we noticed few researchers knew about them. There were good cell biologists, molecular biologists, and developmental biologists, but they needed training.



for Regenerative Medicine and Cell Therapy, which aimed to establish a regulatory framework for developing and using new cell-based therapies in Spain. The strategy provided a roadmap for developing innovative treatments for diseases such as diabetes, heart disease, and neurodegenerative disorders. Dr. Soria emphasized the importance of training alongside regulation, saying, "When you want to develop an area, you also need to improve training along with regulation. When we started researching stem cells, we noticed few researchers knew about them. There were good cell biologists, molecular biologists, and developmental biologists, but they needed training."

Dr. Soria's dedication to stem cell research was fueled by scientific curiosity and a deep desire to help patients. He recounted a conversation with a patient suffering from ALS who asked him about the potential of stem cells to treat the disease. He says, "My response was honest but grim: 'First of all, nobody can grant that there will be a treatment, not even in the future; we could only reply

that we were not allowed to research. First of all, you need to research to see whether you can find a solution like that.' But the patient persisted, asking me how long it would take to know if stem cells were the right pathway. I couldn't give an exact timeframe, but I asked for five years, the typical length of a scientific project. Sadly, the patient replied that he didn't have much time."

As a result of this conversation, he created a rapid authorization track for clinical trials in Spain. He explains that this is the only way to proceed, as no miraculous treatments are available for ALS. He believes the only way to progress is to move forward cautiously and responsibly without cutting corners. While he wishes he could provide a better answer, he believes that this approach is the most effective way to make progress in the field.

Dr. Soria's contributions to the field of medicine have been recognized through numerous awards and honors. He has received the Prize and Gold Medal of the Royal National Academy of Medicine,

the Alberto Sols Prize for Research in Health Sciences, the Galien International Prize, and the Andalusian Medal. His accomplishments also include being granted the Grand Cross of the Order of Carlos III by His Majesty King Juan Carlos I.

Currently, Dr. Soria is a researcher at the Institute of Bioengineering and the Health Research Institute of the Alicante University Hospital. He is also the Chair of the Andalusian Foundation for Research and Development. In 2015, Dr. Soria was appointed Honorary Fellow of the Royal College of Physicians of the United Kingdom, becoming the first Spaniard to receive this recognition.

As a firm believer in the power of collaboration to overcome global health challenges, Dr. Soria says, "I believe that by collaborating with other countries and organizations, we can achieve greater progress in the field of medicine. Whether through sharing knowledge or conducting joint research, we can work together to find new solutions for the world's most pressing health challenges."

Redefining Leadership With A Flavour Of Indian Mythology And Immanuel Kant

- Written by contributing writer, Raul V. Rodriguez, Ph.D., Vice President, Woxsen University



About the Author:

Dr. Raul Villamarin Rodriguez is the Vice President, Woxsen University. Dr. Rodríguez is an Adjunct Professor at Universidad del Externado, Colombia and member of the International Advisory Board at IBS Ranepa, Russian Federation, and a member of the IAB, University of Pécs Faculty of Business and Economics. He is also a member of the Advisory Board at PUCPR, Brazil, and Milpark Business School, South Africa along with PetThinQ Inc, Upmore Global and SpaceBasic, Inc.

Dr. Raul has a scholarship named after him in ZIBS, China. He is also part of the PRME i5 Expert Pedagogy Group - India representative. He holds two honorary titles as Steven Pinker Professor of Cognitive Psychology and Classavo Chair Professorship in Integrative Research and Digital Learning.

The future of leadership is a topic that has garnered much attention in recent years, as organizations and societies around the world grapple with the rapid pace of change and the uncertain challenges of the 21st century. In this article, we will explore how Indian mythology and the philosophical insights of Immanuel Kant can shed light on the evolving nature of leadership in the coming years.

First, let's consider the role of Indian mythology in shaping our understanding of leadership. In Hinduism, the Bhagavad Gita is a revered text that offers guidance on how to live a fulfilling life, including how to be an effective leader. The Gita presents a number of principles that are still relevant today, including the importance of selflessness, compassion, and the pursuit of excellence.

One key concept in the Gita is the idea of dharma, which refers to one's moral and ethical responsibilities in life. For leaders, this means acting with integrity and upholding the values and mission of their organization, even when faced with difficult decisions or challenges. In this way, dharma can be seen as a guiding principle for ethical leadership.

Another principle from the Gita that is particularly relevant to the future of leadership is the idea of yoga, which refers to the discipline of achieving a state of union with the divine. For leaders, this can be interpreted as a call to transcend ego and self-interest, and to instead seek to serve the greater good. In an increasingly interconnected and interdependent world, this type of servant leadership will likely be crucial for building trust and fostering

collaboration among diverse groups of people.

Now, let's turn to the insights of Immanuel Kant, one of the most influential philosophers in the Western tradition. Kant's philosophy of moral and ethical reasoning can provide valuable insights for leaders as they navigate the complexities of the modern world.

One of Kant's key contributions is the concept of the "categorical imperative," which is a moral rule that holds that an action is morally right if it can be willed as a universal law. This principle can be applied to leadership by considering whether the actions of a leader are in line with the values and ideals that they espouse, and whether those actions would be considered ethical if applied universally.

For example, a leader who claims to value transparency and honesty, but who engages in deceptive or manipulative practices, would be acting in contradiction to the categorical imperative. On the other hand, a leader who acts with integrity and fairness, and who promotes these values throughout their organization, would be aligning their actions with the categorical imperative.

In conclusion, the future of leadership will likely require a combination of traditional values and principles, such as those found in Indian mythology and the philosophy of Kant, as well as the ability to adapt and innovate in the face of changing circumstances. By embracing a sense of purpose and a commitment to ethical and servant leadership, leaders can navigate the challenges of the 21st century and help to create a brighter future for all.

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From Asthma to Championing Children's Health: Dr. Wafaa Faysal

Dr. Wafaa Faysal is a highly accomplished Consultant Pediatrician and Head of the Department of Pediatrics at Medcare Hospitals and Medical Centers in Dubai. She has extensive experience in the field of pediatrics, having worked in various medical centers in Dubai, Beirut, and Riyadh. Dr. Wafaa is also a well-regarded educator, serving as an Adjunct Clinical Assistant Professor at Sharjah University, College of Medicine, and a lecturer at the Lebanese University and Beirut Arab University. In addition, she is a President of the Global Pediatric Congress and an active social media influencer, using her platform to raise awareness about health issues. Dr. Wafaa is also a prolific researcher, with several publications in the field of Pediatrics, including articles on iron deficiency anemia, functional GI disorders, and bacillus Clamette-Guerin osteomyelitis.

By Sherlynn Gomes



Always lead by example and inspire others to follow suit. A clear vision and mission should be kept in mind, guiding all actions toward a common goal.



The choice was influenced by societal norms that favored high academic achievement and often directed students towards fields like medicine or engineering. However, my personal desire to serve and make a difference in people's lives was what ultimately guided me toward a career in the medical field. I am proud to be able to fulfill this desire and assist others in a meaningful way.



Dr. Wafaa was raised in a family with strong role models who instilled important values, including integrity, honesty, humility, generosity, serving others, and empathy. She says, "Despite my father's position as a leader in the education sector in Lebanon, he demonstrated humility by always remaining grounded and close to all people. While my mother taught me the value of generosity and the importance of serving others, even if it comes at a personal cost." She continues, "My name, which translates to 'loyalty' in English, reflects a core value deeply ingrained in me, along with respect and empathy, which are central to my family and culture."

As a child, Dr. Wafaa was diagnosed with asthma, a chronic illness that became a defining moment in her life. This experience inspired her to make it her mission to help children in need of medical attention and become a doctor who could positively impact the lives of those around her.

Despite a lack of representation in the medical field in her family, Dr. Wafaa's desire to provide medical advice and support to her loved ones was motivated by her upbringing and the values instilled in her. She wanted to fulfill her family's desire and become the first doctor in their family.

When asked why she chose a career in the medical field, Dr. Wafaa shared, "The choice was influenced by societal norms that favored high academic achievement and often directed students towards fields like medicine or engineering. However, my personal desire to serve and make a difference in people's lives was what ultimately guided me toward a career in the medical field. I am proud to be able to fulfill this desire and assist others in a meaningful way."

With her extensive experience as the Head of Pediatrics at Dr. Sulaiman Al Habib Hospital, Wafaa has been instrumental in establishing one of the finest pediatric departments in the UAE. Her passion for quality healthcare and her unwavering commitment to serving others has driven her to aim for the best possible care for her patients consistently.

In her current role as a Consultant Pediatrician and Head of Department at Medcare, Dr. Wafaa has consistently demonstrated her relentless dedication to both her patients and her team. With a deep understanding of the importance of empathy and accommodation when dealing with patients, Dr. Wafaa provides her team with the necessary resources and support to ensure their success. Her passion for quality healthcare and commitment to serving others shines through in her work, and she continues to make a positive impact in the lives of those around her.

In addition to her role at Medcare, Dr. Wafaa also serves as the President of the Global Pediatric Congress. Through this platform, she is dedicated to advancing the field of pediatrics and keeping

pediatricians informed of the latest advancements. With her experience as an Adjunct Clinical Assistant Professor at Sharjah University's College of Medicine, and her roles as an Assistant Professor at Beirut Arab University and a Lecturer at the Lebanese University's Faculty of Health Sciences, Dr. Wafaa is well-respected in both academia and the medical community.

Dr. Wafaa is also a social media activist, using her YouTube channel, Instagram, and Facebook pages to raise awareness about health and education. She is a sought-after speaker, having presented at Pediatrics events and conferences, and is a coordinator of the International Pediatric Summit Congress and a member of the scientific committee of the Pediatric Middle East Allergy and Respiratory conference. Furthermore, Dr. Wafaa's expertise is also recognized outside of academia, as she is a lecturer in the education program at Clemenceau Medical Center.

However, her path to success has not been without its challenges. As a Lebanese, Dr. Wafaa faced the common challenge of seeking opportunities abroad. But, as she says, "these challenges only fueled her drive to succeed and make a positive impact on herself and those around her." She continues, "In the medical profession, continuous self-improvement and learning are imperative in order to stay ahead of the curve and provide the best possible care for patients. Competition is not with others, but rather with one's own ability to give more and strive for excellence every day."

Throughout her career, Dr. Wafaa has been recognized for her exceptional contributions to the medical field. She has received the prestigious Rose Award from Dr. Sulaiman Al Habib Hospital and numerous certificates of appreciation from the Dubai Health Authority. In addition, she has been invited to speak at several conferences, showcasing her expertise and sharing her insights with fellow medical professionals.

To conclude, she shares valuable advice for young leaders: "Always lead by example and inspire others to follow suit. A clear vision and mission should be kept in mind, guiding all actions toward a common goal."

Conquering Imposter Syndrome: From Self-Doubt to Success

- Written by contributing writer, **Bethany Ainsley**, Founder & CEO, OptiMe Ltd.



About the Author:

For over a decade, Bethany and her team have provided award-winning services that have helped thousands of people improve their health and wellbeing. Their efforts were recognised in 2015 when they were awarded The David Goldman Prize for Innovation for our work in behavior change. More recently, Bethany was presented with a Director of the Year Award from the Institute of Directors for the development of their employee wellbeing software and services, supporting businesses to achieve enhanced employee wellbeing, happiness, and productivity.

Imposter syndrome is extremely common, even among successful, famous and talented people. Studies have found that imposter syndrome will affect 70% of all people at one time or another.

On your journey as a leader, you'll regularly be required to step out of your comfort zone. On the one hand, this is fantastic as you're given the opportunity to continually grow. On the other hand, it's the ideal conditions for imposter syndrome to strike. It can happen to any

of us, at any age, regardless of our level of knowledge and expertise. It's also known as the imposter phenomenon, fraud syndrome and imposter experience. If you're experiencing imposter syndrome, then for no practical reason you may feel like a fraud or that your accomplishments came about as a result of luck, rather than your ability and hard work. Some of the signs and symptoms of imposter syndrome include:

- Self-doubt
- Attributing your success to external factors
- Sabotaging your own success
- Over-achieving
- Working harder than necessary
- Setting unrealistic goals
- Fear you won't live up to expectations
- Anxiety

Imposter syndrome is regularly triggered by a new experience such as setting up a new business, winning a new contract or public speaking in front of a new audience. Cultural expectations and what you perceive as society's definition of success can be another cause. Family expectations, comparison and perfectionism can also be a trigger. Perhaps you're already aware that imposter syndrome is something that you have experienced.

The five core types of imposter syndrome

Dr Valerie Young has developed five core types of imposter syndrome: the perfectionist, the superhero, the expert, the natural genius and the soloist.

1. The Perfectionist

The perfectionist sets goals for themselves that are excessively high, often to a point where the goal is unachievable. When the goal is not reached, the perfectionist will

be hard on themselves. Rather than focusing on their achievements and strengths, the perfectionist will obsess over their flaws and the smallest mistakes. Often accused of being micromanagers, perfectionists find it hard to delegate and let go, worrying that their work will not be at a suitably high standard. If you can relate to the perfectionist, then it's important to learn to take mistakes in your stride and remember that this is often how we learn and grow. Be mindful of the goals you are setting for yourself, stay ambitious but realistic and reward yourself for your accomplishments. Practice delegating and letting go until this becomes more comfortable and you can learn to have faith in those around you.

2. The Superhero

The superhero is often the last person to leave the office and finds downtime wasteful. They sacrifice personal interests for work, but this hard work is a coverup for insecurities. This feeling of inadequacy and the need to prove themselves can affect relationships with those around them and lead to physical and mental illness and burnout. If you can relate to the superhero, then it's important to work on your own internal validation. Start nurturing your inner confidence by believing in your ability, recognising your accomplishments and responding to challenges in a constructive way. Recognise when you have done all that you can do and then learn to switch off and recharge.

3. The Expert

The expert regularly feels that they need to improve their skills to succeed. Although continuous learning is important, the expert will often take this too far, booking onto courses more often than most as



a way to justify their competence. Even though they are often highly knowledgeable and skilled, they fear being found out as a fraud and may shudder at the thought of being an expert.

If you can relate to the expert, then begin by recognising your achievements and accomplishments to date. The next time you consider booking on to a new course, question if you really need it and try asking those that support you what they think, too.

4. The Natural Genius

The natural genius has often excelled throughout their lives without too much effort. They judge their competence on ease and speed. They often set themselves excessively high goals, but when faced with a setback (such as not reaching these goals), their confidence is knocked. Worried they may not achieve something on the first try, they may avoid some challenges and feel uncomfortable participating in activities they don't feel good at. If you can relate to the natural genius, then it's important to

remember that we are all a work in progress. Be kind to yourself, step out of your comfort zone and embrace new challenges. Who knows what exciting things could develop as a result...

5. The Soloist

The soloist tends to feel that they must accomplish tasks on their own to prove their worth. In their eyes, asking for help is a sign of weakness or incompetence, so they prefer to work on their own and demonstrate their own achievements.

If you can relate to the soloist, then it's important to start making a conscious effort to develop your skills in teamwork. The ability to work independently is essential, especially if you're running a business, but recognising the strength and achievements of the wider team can enhance your working relationships and your work output, too.

Overcoming imposter syndrome

If you can relate to one or more of the five types of imposter syndrome, then I hope you find the tips associated with

each one useful. Over the next few weeks and months, try and be conscious of when imposter syndrome occurs. Follow these steps to become best placed to challenge this as you move forward on your entrepreneurial journey:

1. Recognise unhealthy patterns.
2. Build a network of like-minded, supportive people.
3. Recognise your accomplishments. Keep a file on your desk or on your laptop and fill it with your achievements. This could include certificates, thank you notes from colleagues or customers, photos and reflections from your journey in business.
4. Stop comparing yourself to others. Remember, we are all on our own journey.
5. Find a mentor who has followed a similar path. They should offer reassurance when needed as someone who's, 'Been there, done that and worn the t-shirt.'
6. Address your inner critic.
7. Don't be afraid to reach out and ask for support. Most people are happy to help.
8. Refuse to let it hold you back

Summary

Having resolve is an essential attribute for an entrepreneur when aiming to avoid burnout. Knowing how to deal with being overwhelmed by competing pressures, fixing the issues that make you procrastinate and facing off the dreaded imposter syndrome can all build a stronger 'you' when you need to focus on achieving your goals. Using the tools above will assist you in maintaining a relaxed, focused and confident approach to your work and dither, delay and self-doubt will no longer hold you back from realizing your dreams and ambitions. Consider the following:

- Can you relate to feelings of overwhelm?
- How can you address these feelings?
- Will you make changes to prevent procrastination?
- What techniques will you put in place to overcome imposter syndrome?

Bridging The Gap: Dr. Jacqueline Olayiwola's Journey Towards Health Equity

Dr. Jacqueline Nwando Olayiwola, MD, MPH, is a Nigerian-American Physician, Professor, Author, Speaker, Consultant, and Health Equity Leader. Dr. Olayiwola is an expert in community and social determinants of health, technological innovations, and the intersection of social justice and healthcare. She has made a remarkable contribution to the healthcare industry through her tireless advocacy for the healthcare of underserved populations, women, and girls.

By Sherlyn Gomes



Born in Nigeria, Dr. Olayiwola moved to the United States with her family at a young age. Her experiences as a first-generation immigrant fueled her desire to pursue a medical career, driven by a passion for helping others. After training in the renowned Commonwealth Fund Harvard University Fellowship in Minority Health Policy, she started her journey as a primary care physician in one of the most underserved parts of Connecticut. She says, "It was here that I learned firsthand the impact of factors such as race and place had on a person's quality of life and lifespan."

As a practicing physician and the Chief Medical Officer of Community Health Center, Inc. (CHCI), Connecticut's largest Federally Qualified Health Center network, Dr. Nwando Olayiwola revolutionized care delivery for underserved patients. She implemented Connecticut's inaugural telemedicine program for diabetic patients to receive diabetic tele-retinal screening in the primary care setting. She also launched the state's first electronic consultation (eConsult) program to enhance care access for vulnerable patients by bridging gaps between primary care and specialty care.

Dr. Olayiwola's passion for health equity stems from two early experiences that shaped her perspective. She says, "The first was when my grandmother had a health crisis in the US, and there were language and cultural barriers at the doctor's office. The second was during medical school when I learned about disparities in breast cancer and HIV in underserved populations. These experiences led me to focus on linguistic congruency and overall equity as key health issues that can be solved."

As the Chair and Professor of the Ohio State University Department of Family

and Community Medicine, Dr. Olayiwola was pivotal in integrating technology into primary care delivery, and improving healthcare access for underserved communities. She founded and directed the Center for Primary Care Innovation and Transformation at Ohio State, which focused on leveraging technology to improve primary care delivery and increase healthcare access. Through her leadership and innovation, Dr. Olayiwola has made significant contributions to advancing health equity and reducing health disparities in underserved communities.

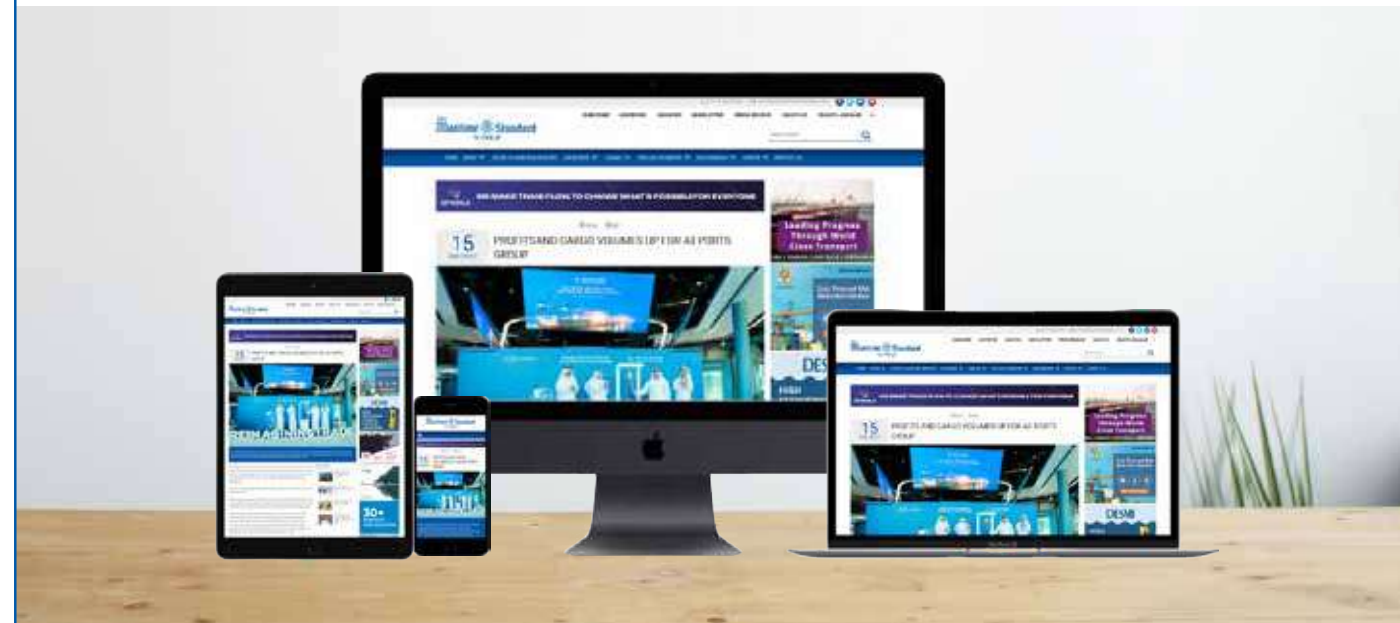
Currently, as the Chief Health Equity Officer and Senior Vice President of Humana, Inc., Dr. Olayiwola is responsible for setting a health equity agenda and strategy to promote health equity across all Humana lines of business, including its care delivery assets. She says, "Humana plays a pivotal role in equitable health care. Decisions we make can now assist in removing barriers in the future, so all members can reach their best health and achieve their full potential. To advance health equity, we must define what it is and measure what we are committed to doing; humbly look internally, identify potential biases, and then look externally. Outcome-driven work is key."

Reflecting on her experiences and work in addressing health disparities, Dr. Olayiwola offers a hopeful message for the future of healthcare. She says, "I believe we can turn the tide and renew that contract with medicine, but institutions also have a role. You must retrain your doctors, nurses, and health professionals. Deconstruct and reconstruct your educational model, and teach your physicians, nurses, and health professionals to see patients as whole people. Teach them to be humble, culturally empathetic, and to see their patients as their own."

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A Life Dedicated to Public Health: The Journey of Dr. Vivek Murthy

Dr. Vivek H. Murthy was confirmed by the US Senate in March 2021 to serve as the 21st Surgeon General of the United States. As the Nation's Doctor, the Surgeon General's mission is to help lay the foundation for a healthier country, relying on the best scientific information available to provide clear, consistent, and equitable guidance and resources for the public. As the Vice Admiral of the US Public Health Service Commissioned Corps, Dr. Murthy commands a uniformed service of over 6,000 dedicated public health officers, serving the most underserved and vulnerable populations domestically and abroad. While serving as 21st Surgeon General, Dr. Murthy is focused on drawing attention to and working across government to address numerous critical public health issues, including the growing proliferation of health misinformation, the ongoing youth mental health crisis, well-being and burnout in the health worker community, and social isolation and loneliness.

By Sherlyn Gomes

Dr. Murthy was born in Huddersfield, Yorkshire, to parents who immigrated from Karnataka, India. When he was three, his family moved to Miami, where his parents established a medical practice. His passion for medicine and dedication to promoting health and wellness have been evident from a young age. Growing up as the child of Indian immigrants, he was inspired by the compassionate care his parents, Hallegere and Myetriae Murthy, provided to their patients at his father's medical clinic in Miami, Florida.

The experience of observing his parents treat their patients with the same level of care and concern as they would their own family members left a lasting impression on Dr. Murthy, fueling his desire to pursue a career in medicine.

After attending Miami Palmetto Senior High School, he pursued higher education at Harvard University, graduating with a magna cum laude degree in biochemical sciences in 1997. Later, in 2003, Dr. Murthy earned his MD from Yale School of Medicine and an MBA from Yale School of Management, which he attended as a Paul & Daisy Soros Fellowships for New Americans recipient. While at Yale, Dr. Murthy played a crucial role in initiating 'The Healer's Art,' a four-week elective that covered important topics such as physician burnout, patient loss, and the responsibility of being a healer.

Dr. Murthy's commitment to public health and advocacy began during his undergraduate studies at Harvard, where he co-founded two non-profit organizations focused on HIV/AIDS education in India and the US



The Surgeon General is responsible for two main duties. The first is to provide accurate scientific information to the public on various health issues, including pressing crises like the COVID-19 pandemic and chronic conditions such as mental illness and obesity.



and training women in rural India to become community health workers. After completing his internal medicine residency, he founded Doctors for America, an organization that promotes affordable and high-quality care for all and has over 15,000 physicians and medical students as members.

His work in healthcare advocacy and reform caught the attention of President Barack Obama, who appointed him to serve on the Presidential Advisory Council on Prevention, Health Promotion, and Integrative and Public Health in 2011. Dr. Murthy's efforts to advance the nation's health through prevention continued during Obama's re-election campaign in 2012, where he served as co-chair of the healthcare advisory committee.

After his impactful work in healthcare advocacy and reform, Dr. Murthy continued to make strides in healthcare innovation. He co-founded TrialNetworks, a cloud-based clinical trial optimization system for pharmaceutical and biotechnology trials that improves the quality and efficiency of clinical trials to bring new drugs to market faster and

more safely. Initially founded in 2008 as Epernicus, the company began as a collaborative networking web platform for scientists to boost research productivity. However, under Dr. Murthy's leadership and expertise, it has evolved into a system that revolutionizes the way clinical trials are conducted.

In recognition of his accomplishments and expertise, President Obama nominated Dr. Murthy for the United States Surgeon General position in November 2013. Explaining the complexity of the role, he says: "The Surgeon General is responsible for two main duties. The first is to provide accurate scientific information to the public on various health issues, including pressing crises like the COVID-19 pandemic and chronic conditions such as mental illness and obesity." He continues, "The second responsibility of the Surgeon General is to lead the US Public Health Service Commissioned Corps, which is made up of approximately 6,500 medical and public health professionals, including doctors, nurses, physical therapists, and pharmacists. In times of emergency, such as during natural disasters or disease outbreaks, these officers can be deployed to provide medical care and support public health infrastructure in the United States and worldwide. For instance, in the aftermath of Hurricane Katrina in 2005, officers were sent to the Gulf Coast to assist in the response efforts."

After serving as the 19th Surgeon General of the United States, Dr. Murthy was relieved of his duties by President Donald Trump in April 2017. However, he remained committed to public service and joined the advisory council of the Biden-Harris

Transition Team in September 2020. In November, he was appointed as one of the three co-chairs of the coronavirus advisory board for then-President-Elect Biden, along with David A. Kessler and Marcella Nunez-Smith. Reflecting on his decision to return to government service, he says, "When the President asked [if I would return as Surgeon General] after he was elected president, it was not something I had planned. But it felt like an opportunity to be a part of a healing process for our country. I wanted to be able to tell our children in the future when they read about this COVID crisis in the history books that we did everything we could, that we were blessed with, to serve."

During his time as Surgeon General, Dr. Murthy tackled many public health issues, including addiction, mental health, and physical activity. He released the first-ever Surgeon General's Report on Substance Use and Addiction, which called for a public health approach to substance use disorders and emphasized prevention, treatment, and recovery. His historic letter to 2.3 million healthcare professionals requesting a pledge to reform the prescription of opiate drugs and the perception of those struggling with addiction revealed that addiction is a chronic illness, not a moral failing.

Dr. Murthy's dedication to public health is further demonstrated by his efforts to address societal issues and promote strong relationships. He led initiatives such as the 'Step It Up!' campaign, which encouraged Americans to walk more, and he also addressed the effects of climate change on public health. In 2016, he predicted an increase in illness and death episodes by the end of the century. In addition to these initiatives, he spoke out against conversion therapy, calling for greater societal acceptance.

In conclusion, he says, "If we want to rebuild as a society, we have to look at our foundation. Our foundation is based on our relationships with one another. If we can strengthen the fabric of society by strengthening relationships, families, neighborhoods, and communities across America, that's how we become a healthier, happier, and more resilient country. That's good for preparing us for the next pandemic but also for our overall health and well-being. That's what I really care about."



The House of Change

- Written by Contributing Writer, Paul Seabridge, Group CEO, Opulentia Capital.....



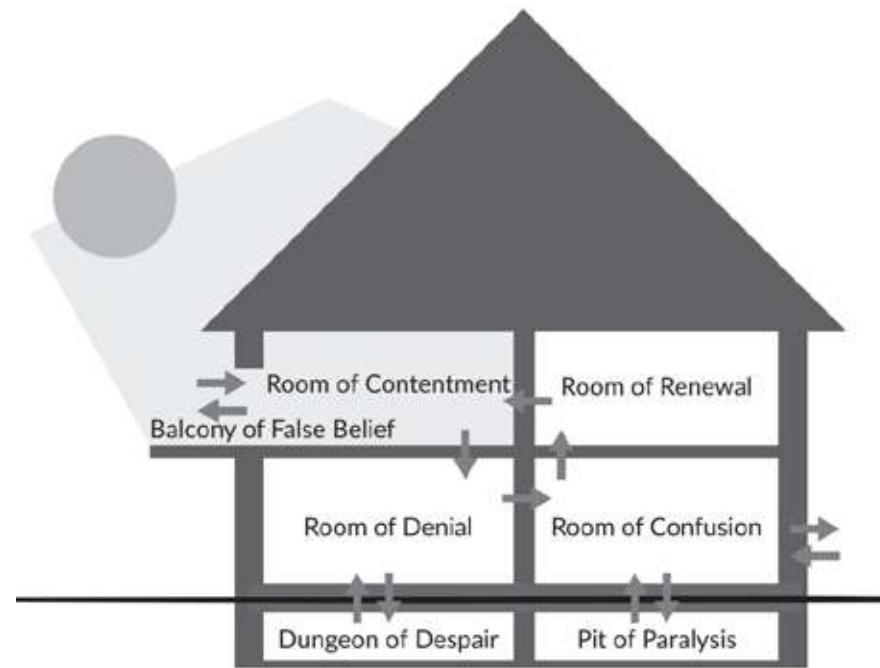
About the Author:

Paul Seabridge is a global entrepreneur, published author, private investor and corporate advisor. He has been an active investor in SMEs for almost two decades and is CEO and Founder of Mergers, Acquisitions, Private Equity firm Opulentia Capital. Opulentia Capital helps companies achieve scale by taking them public, and the team has completed over \$1/4bn worth of deals, across 90+ transactions, 9 countries and 26 industries.

Paul's new book Buy, Build, Sell, shares his expertise in buying or starting a business and developing it to its full potential, covering topics such as recruitment, sales, business finance and accounting and then how to sell on a business through an IPO, merger, acquisition or similar.

Change is emotional, even when it's for the better, and we all deal with it in different ways. In business, the most successful and profitable businesses must constantly change. If you want a different result – increased profits, a better experience for customers, more staff engagement – you need to do things differently, so if you want to increase your profits, you'll have to make changes.

'The House of Change' is a great exercise to run with a team to kick-start a change management process. I have developed a theory that I call the Four Rooms of Change. In the process of change, we go through different phases. I liken these to four rooms – the Contentment Room, the Denial Room, the Confusion Room and the Renewal Room. People can reach these rooms at different times, and we all move through at our own pace. There are a few doors off those rooms that we can also slip into if we encounter challenges.



The Four Rooms of Change exercise

Let's take an example, where you work in banking. Google, Apple and Amazon have all entered the banking business. Their previous huge success means they have acquired a big cash position and they have begun to offer financial services including credit cards and commercial loans.

When we're in the Contentment Room of the House of Change, we don't see a need to change. Our current situation is satisfying and we have no desire for anything to be different. In this case, we've been banking a certain way for years and it pays off. Why change? People can get stuck here for a long time.

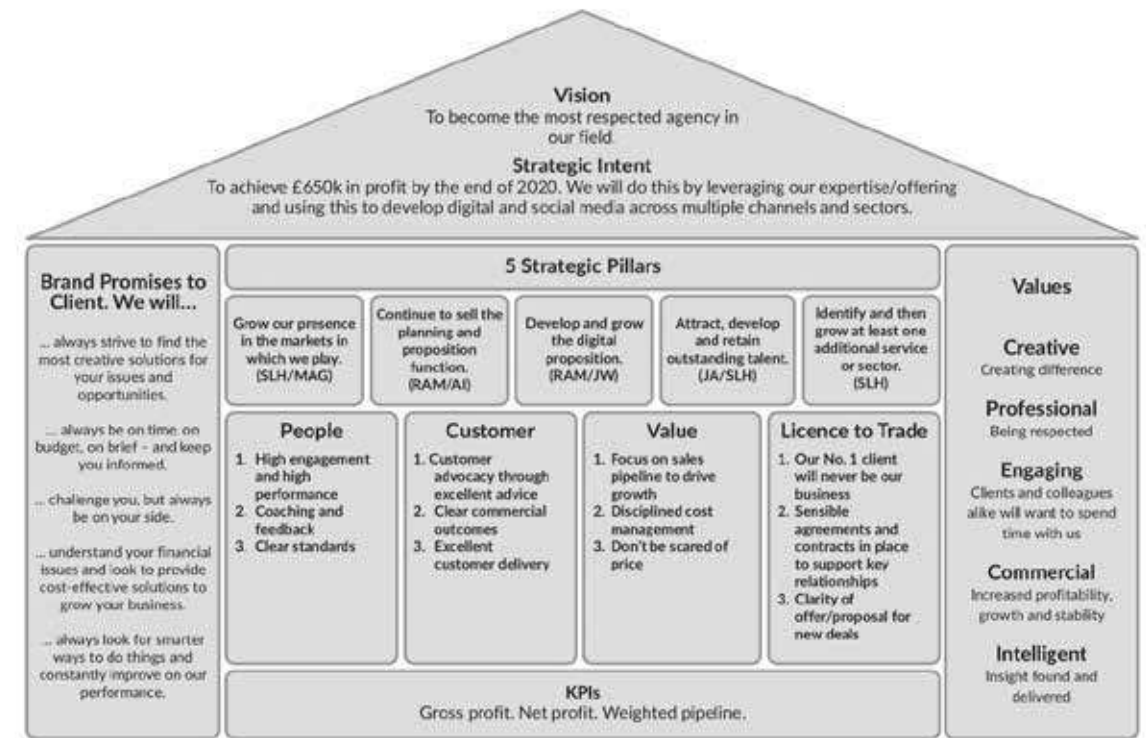
Then Google makes their big move and we are caught off guard. We are triggered

into the next phase and we enter the Denial Room. Yet we still don't see the threat. Why would we change?

Google doesn't have our banking experience and our customers are familiar with our bank and our ways. People can get stuck in this phase and fall into the Dungeon of Denial.

But once the need for change is accepted, you enter the Confusion Room. Here, fear, anger and (internal) conflict take over. We don't know how to react because the situation is new to us. 'How can we compete with Google? Are they also entering the mortgage market?

What are other banks doing? I should have seen this coming... they have such a



Example strategy one pager

big cash position.' It takes dedication and commitment to get to the next phase.

The big risks in this phase are over-analysing the current situation and possible outcomes and getting stuck in the Paralysis Pit, or just plain giving up via the Wrong Direction Door.

When it all falls together, we enter the Renewal Room. We have made up our minds, worked out a new approach and are ready to take up the challenge.

We know how to deal with the new threat, we have trained our clerks to respond to customer questions about Google. But the journey doesn't end here; we should prepare ourselves for another ride through the house – we don't know what's up next.

Share the theory with your team and use an example applicable for your situation. Other examples include:

- Print media vs the internet
- Book press industry vs the Amazon Kindle

- ICQ and MSN Messenger vs Facebook chat
- Telecoms industry vs Skype
- Nokia vs the smartphone with touch interface
- Classic mortgage loans vs public loans
- Fund investments vs direct investments by

Individuals

People in denial (of change) are often hard to deal with because they'll also deny that they're in denial. Deal with this by emphasizing the need for change.

Provide facts. Repeat the 'why' of the change at every opportunity (at the coffee machine, in a meeting, with a presentation). Acknowledge, don't ignore, their feelings. Listen to what employees have to say. Talk to them, put everything on the table.

Involve people who resist. They may still use their energy to complain and push

their feedback but try to use this energy to your advantage. Those who react apathetically or have given up will be more difficult to get on side than those who care.

A one-page strategy

All changes should be strategic, should move you closer to realizing your vision for the company. Sharing this strategy can hugely help with getting team members on board with change. I mentioned earlier that a good leader is someone who can define a strategy and vision and get the team to buy into it.

Here is an example of a strategy on one page devised by the executive team of a business I was involved in. You can see it gives a basic outline of the company's strategy: the who, the what, the how, the measures.

It's essential to have measures so you can determine if and when the strategy has been delivered and you know what success looks like. It is all on one page so it is easy to refer to.

REVOLUTION 2023

A Paradigm Shift in Community Association Management in Europe

Revolution 2023, the groundbreaking training event with the theme "Unleash the leader within you," marked its sixth successful year, captivating the attention of community managers from across Italy. With a total of 303 participants, including distinguished national and international attendees, this event continues to grow in popularity, thanks to its invaluable content and prestigious venue. Although the brand, 'Amministratore Evoluto,' was established in 2017, it has swiftly emerged as a frontrunner in entrepreneurial and managerial training courses for community administrators, earning recognition within the Italian training landscape and beyond.

Organized annually in Italy by Amministratore Evoluto, led by the visionary owner and CEO Mario Tura De Marco, a respected trainer, coach, and mentor in Real Estate management administration in Italy, and his dedicated team, Revolution 2023 unfolded at the illustrious Bachelet Theater. The doors

of the event opened at 9:00 am sharp, allowing participants to take their seats which commenced at 9:15 am. The meticulous preparation undertaken by the staff was ceaseless, working until the early hours of the morning to optimize every detail, ensuring the execution of what was heralded as the training event of the year.

The core theme of Revolution 2023 centered on leadership, explored from diverse perspectives. Following a brief introduction by Mario Tura De Marco, the stage was graced by Pepe Gutierrez, an unconventional Spanish community manager known for his eccentric attire of a green suit, wig, and colored nails. As an innovative technology enthusiast



and highly regarded international speaker, who recently won a coveted international 'Educator of the Year Award' in the USA, Pepe delved into the technological aspects of leadership, enlightening community managers about the myriad possibilities offered by today's tools. He shared insights on leveraging artificial intelligence, such as the Chat GPT platform for email responses and Chat PDF for efficient storage and accessibility of documents. Pepe's discourse also unveiled the potential of augmented reality, virtual reality, and the metaverse, leaving attendees inspired by the transformative power of technology.

Renowned psychiatrist Paolo Crepet offered a profound exploration of leadership from a relational and emotional standpoint. His thought-provoking interview exposed the inherent weakness concealed within the popular image of a strong, unwavering leader. Paolo shed light on the importance of embracing doubt, fragility, and limitations, as these qualities empower true leaders to overcome obstacles, particularly unforeseen challenges. He emphasized that the leaders of the new millennium are driven by personal growth and self-realization, transcending traditional notions of leading a workgroup to elevate their own lives.

Paolo Rossi, one of the sponsors of the event and the commercial director of Unoenergy, shed light on the trends in the Italian and international energy

markets, providing essential insights for navigating future energy crises. Documenti Postali showcased innovative approaches to postal shipments in community administration offices, including personalized services and the use of certified digital protocols.

Head of Marketing for Micro and Small Businesses at Teamsystem SpA, Alvise Comin, offered valuable insights into the Italian market's shift from process and tool standardization to automation. He highlighted the future challenge of transitioning analog companies to digital platforms, providing a strategic perspective on navigating this transformative landscape.

The interview with Massimiliano Rosolino, Olympic swimming champion and gold medalist at Sydney 2000, delivered an unconventional perspective on leadership, drawing parallels between athletic performance and effective leadership. Massimiliano emphasized the importance of efficiency, focus, and unwavering determination in achieving objectives. He presented captivating proposals for new business models in community administration, considering a society immersed in social media yet lacking genuine social connections.

Mario Tura De Marco further expounded on leadership from a strategic standpoint, building upon Paolo Crepet's insights. He emphasized the significance of making consistent choices to lead a fulfilled and controlled

life before assuming leadership roles in workgroups. Mario highlighted that true leaders often unknowingly inspire others through their pursuit of self-realization, driven by personal growth rather than a desire to please others. He emphasized that accepting the weight of leadership responsibility precedes feeling ready to undertake such a role.

Concluding the event, Rossana de Angelis, a prominent community manager turned entrepreneur, founding one of Italy's most influential real estate management companies, shared her vision for the future, foreseeing the rise of medium-small offices collaborating to form larger and more structured entities. She predicted a challenging path for large organizations seeking to acquire entire offices throughout Italy, as well as a competitive landscape for small professional offices that opt for independent operations while managing smaller portfolios.

Weeks after the event's conclusion, the vibrant discussions and enthusiastic engagement of participants continue to reverberate through numerous social media posts, underscoring the lasting impact of this record-breaking event. As Mario Tura De Marco and his exceptional team—composed of Barbara, Camilla, Giacomo, Ivan, Antonietta, Daniele, Matteo, and Emanuele—celebrate this resounding success, they have already embarked on planning Revolution 2024, poised to take place in Rome once again.



The Power Of mRNA: Bancel's Journey To Moderna's Game-Changing Vaccine

Stéphane Bancel is a highly accomplished CEO and visionary leader who currently heads Cambridge, Massachusetts-based biotech firm Moderna. With his outstanding executive acumen, he has transformed Moderna into a leading biotech company, particularly known for its pivotal role in combating the COVID-19 pandemic through its groundbreaking mRNA-based vaccine. Moderna's Covid-19 vaccine received full FDA approval in January 2022 and has significantly impacted the world's fight against the pandemic. Bancel has been at the helm of Moderna since 2011 and holds a significant stake in the company. He is a seasoned healthcare executive, previously serving as the CEO of French diagnostics firm BioMérieux.

By Sherlyn Gomes

Stéphane Bancel, born in Marseille, France, was raised by parents who embodied innovation and a drive to impact the world positively. As an engineer and doctor, respectively, they instilled in him a passion for excellence and a commitment to making a difference.

Bancel's early fascination with computers, mathematics, and science laid the foundation for his successful career in the life sciences industry. His liberal arts education, he says, "Particularly, my studies in geography gave me a unique perspective on the growing global interconnectedness of the world economy." He adds, "Studying history has also been crucial in allowing me to navigate and operate businesses in diverse cultures and make strategic deals on an international scale."

His journey to success in the life sciences industry took an unexpected turn after graduation from the University of Minnesota. Instead of pursuing a traditional career path for an

engineering and life sciences graduate, he took a leap of faith and joined BioMérieux as a sales and marketing professional. This experience proved to be a turning point for Bancel; he says, "I enjoyed the business aspect and decided to go back to school to develop my understanding and skills in this area."

After obtaining his education at Harvard Business School and gaining valuable experience at Eli Lilly, Bancel returned to BioMérieux, where he had previously worked in sales and marketing. Upon his return, he was appointed the Chief Executive Officer, leading the company to new heights. Reflecting on this period, Bancel says, "The whole experience was surreal."

In 2011, Bancel transitioned from serving as CEO of BioMérieux, a company with several thousand employees and substantial revenue, to joining Moderna as its second employee. He expressed that making such a drastic change was challenging, as he initially believed the chances of success to

be only 5 percent. Despite his initial doubts, Bancel clearly communicated to the founding team that the goal was to undertake a scientifically complicated task with the potential to revolutionize medicine if successful.

Bancel's decision to join Moderna was driven by his belief in the transformative potential of messenger RNA technology in medicine. He explains, "I believed that mRNA could be a game-changer in medicine. The potential of this technology was vast because not only could it achieve what other biotech methods could do, but it also offered the ability to make proteins inside cells or at their membrane - something that traditional technology couldn't do." He continued, "This opened up a huge area of biology that could be targeted with drugs that couldn't be made using other methods. If we could find a way to make this technology safe and effective, it would have the power to transform medicine forever."

Under the exceptional leadership of Bancel, Moderna has cemented its

position as a leading player in the pharmaceutical and biotechnology industry, earning worldwide recognition and admiration. Bancel, who adopted a "10x mindset" and focused on acquiring talented individuals, explains the key to success, "The key, for me, is getting great people. It sounds easy to say, but it's tough to do in practice. It's also crucial to continuously reassess the company's goals, management team, and board to ensure alignment with the company's future plans."

In response to the COVID-19 pandemic, Moderna demonstrated its innovative and adaptive approach to overcome the challenges and meet the pressing demand for a vaccine. Bancel, who was at the forefront of the effort, reflects on the experience, "With the declaration of the COVID-19 pandemic by the World Health Organization in March 2020, Moderna had to race against the clock to deliver a vaccine to the public. The company had to adjust its pace and approach to the unprecedented situation, with executive-committee meetings being held more frequently and a decentralized model being implemented to allow for swift decision-making. The tireless effort and dedication of the team, who worked seven days a week and often pulled all-



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nighters, allowed for the achievement of the ambitious goal of delivering 100 million doses of the COVID-19 vaccine within 12 months and a billion doses by the end of 2021." He continued, "The success of Moderna in delivering the vaccine is a testament to the exceptional people that make up the company, who are driven by the mission and committed to building the best version of Moderna possible."

The hard work and determination of the team were evident in the results of the landmark 30,000-person efficacy trial of Moderna's COVID-19 vaccine. With only 11 out of the 15,000 vaccine recipients developing COVID-19 symptoms compared to 185 symptomatic cases in the placebo group, the vaccine achieved an efficacy rate of 94.1%, significantly exceeding expectations. The vaccine was also highly effective in preventing severe disease, with no cases among the vaccinated and 30 cases recorded in the placebo group, including one death.

Bancel concludes by emphasizing the unique approach of Moderna towards delivering impact. He explains, "At Moderna, our approach to delivering impact begins with carefully considering technology and building our own applications. We then

carefully curate our team and ensure that every member of our company has access to the technology we have developed. This access is crucial and enables our employees to carry out their responsibilities, whether approving an invoice or designing a drug, from anywhere, through their company-issued mobile device. This seamless and ubiquitous digital experience is a fundamental aspect of Moderna's culture and ethos."



Unleashing the Power Within: Mastering Energy for Long-Term Success

- Written by Contributing Writer, Rachel Turner, Co-Founder, VC Talent Lab.....



About the Author:

Rachel Turner is author of The Founder's Survival Guide and coach and principal at VC Talent Lab

Stress, overwhelm and exhaustion are ubiquitous among founders. It's no surprise then that recent research identifies founder burnout as one of the top twenty reasons for the failure of VC-backed start-ups. Even if you're not at risk of burnout, your levels of stress, overwhelm and exhaustion will negatively impact the quality and effectiveness of your leadership.

When I talk with founders about stress, I routinely hear things like, 'It'll be better when we've raised finance/got through the board meeting/hired a new COO.'

The assumption seems to be that stress is a short-lived response to a transient external circumstance. But the reality is that, while the stressors may change, a founder's stress levels are likely to be constantly high for a significant period. Given that the average length of time from start-up to business sale is between six and ten years, you're likely to be dealing with high levels of stress for a long time. Whatever your long-term plans or exit strategy may be, foundership is a marathon, not a sprint, and you need to stay race-fit throughout.

You want your business run by the best version of you and Energy Mastery is a precondition of that. Energy Mastery can't be something you try to squeeze in around the edges of your eighteen-hour work day if you're going to survive as a founder and genuinely give your business what it needs. Self-care has to come first, not last. If you put it first, everything else becomes first class.

If you want to survive and thrive as a founder, you can't afford to ignore the issue of self-care. Let's return to our analogy of the champion tennis player. They can have the best skills in the World can have nailed the inner game of Mind Mastery, but if they're exhausted, hungover, stressed or burnt out, they're not going to win Wimbledon. The commercial landscape you operate in is incredibly competitive, just like the tennis player's grand slam tournament, and your ability as a founder to bring your energetic A-game will give you the competitive advantage you need to succeed.

You don't need me to tell you what great self-care looks like. I imagine you've been lectured at by partners,

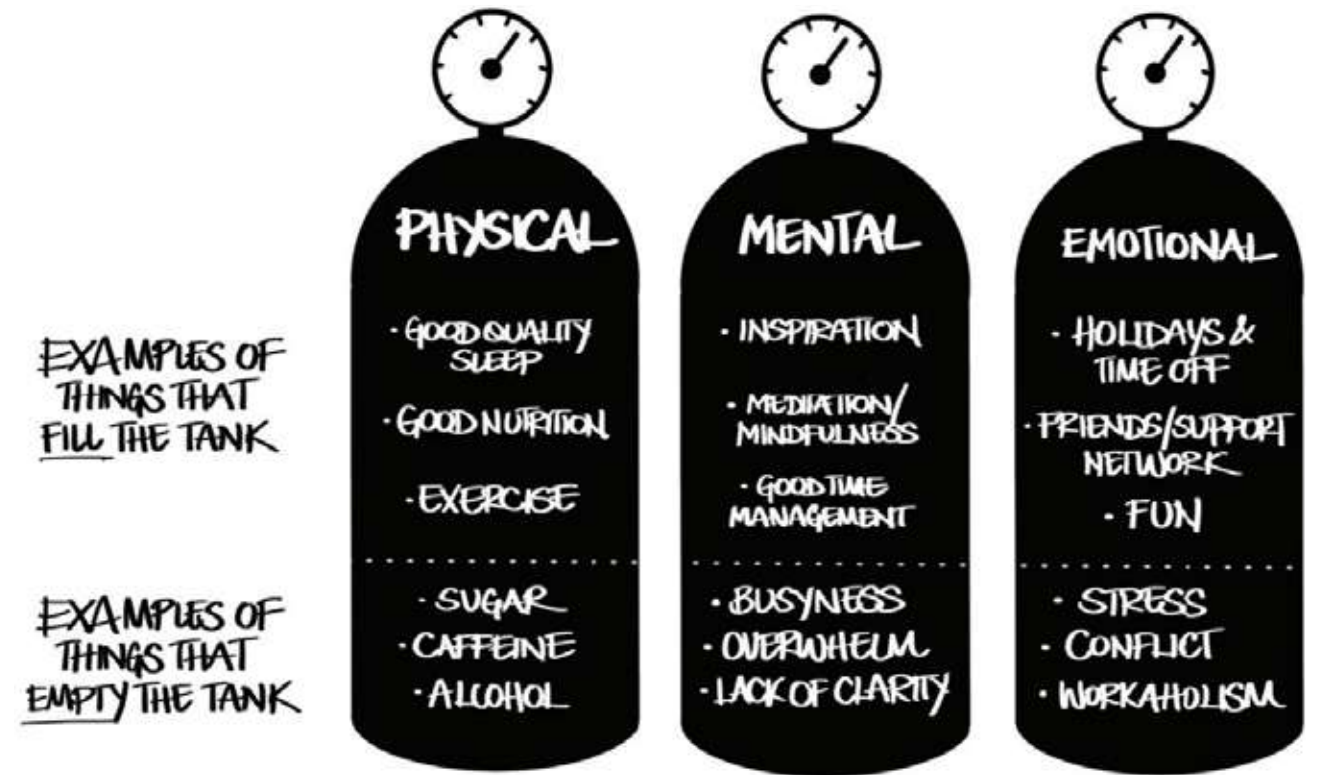
gym freaks and doctors alike. You know the benefits of a low-sugar/dairy/wheat diet, of drinking water, limiting caffeine and alcohol, getting good-quality sleep, regular exercise and practicing meditation or mindfulness. I'm going to ask you to view self-care through a different lens. Rather than thinking of self-care as a list of 'shoulds' that you either resist or beat yourself up about, see them as a list of things that will either enhance or detract from your ability to play your A-game.

The three energy tanks

One simple model you could use when thinking about Energy Mastery is the three energy tanks. Imagine yourself with three tanks on your back, like the air tanks a diver would use. These three tanks represent your reserves of physical, mental and emotional energy.

At any time, you are either drawing on or refilling these reserves of energy through the activities you are engaged in. Certain activities deplete your reserves while others refill them. The activities that will be most supportive for you will depend entirely on your unique personality, lifestyle and ambitions.

Let's take two highly successful founders I work with as examples. Chris is a gregarious, sporty thrill-seeker while Carrie is an elegant, refined Mayfair-dweller. Chris is at his best when he rides his high-performance bike three times a week and plans his next trek in Patagonia with his mates. Carrie is at her best when she has regular meditation sessions, massages, treatments and classes with a personal yoga teacher. Chris can cope fine with the odd glass of wine in the week. Carrie is much better when she doesn't drink at all. Chris drinks protein



shakes and has a military regime of supplements. Carrie does a clean-eating detox twice a year. The only habit they share is that they are both religious about their morning routines and managing their diaries to keep them focused and effective.

Like Chris and Carrie, it doesn't matter what you do to manage your emotional, physical and psychological energy, so long as you do it. If you're more Krav Maga than mindful meditation, no problem. If you're more vindaloo curry than green juice – if it gives you good, consistent physical energy – who am I to argue with you? If you like to work all night and sleep till midday, that genuinely serves you, and you can set your business up to work like that, then go ahead. Just make sure you're not giving yourself excuses for behaviors that actually mean you're not at your best. Be honest with yourself. Grow the habits and disciplines you need to put in your peak performance, and make sure you can do

it for the marathon, not just the sprint. Adapt, explore, enjoy and be at your best.

If you're regularly running on empty, you can use the framework of the three tanks to create your own extreme self-care regime which will help you stay fit for the founder marathon.

Think of your physical, mental and emotional energy tanks and ask yourself three questions:

1. On a scale of 1–10, how full is each tank?
2. For each tank, what activities or habits are most depleting for you?
3. For each tank, what activities or habits are most nourishing for you?

You can then use this information to move the dial on your self-care, in line with your preferences as a founder for either flexibility or planning. For example:

- If you like flexibility, use your answers to tweak your self-care on a weekly

basis. Each week, do one more thing from the nourishing list and stop doing one thing from the depleting list.

- If you love a plan, take your answers and formulate a 3–6 month 'match-fit' plan for yourself.

The latter is the approach I favor, so once a quarter, I review my tanks, then make a plan for how to improve my nutrition, exercise and emotional self-care for the coming months. I might add in a juice fast or book some one-to-one sessions with a trainer. I might book a yoga retreat or sign up to a new meditation programme. Sometimes I'll add in a specific smart goal (e.g. lose 2 kg) or block chunks out of my diary to ensure I don't get too tired or rushed.

Whichever approach you choose, think of self-care as a separate workstream that needs as much attention as your financial systems, sales pipeline or top team. Without it, none of those will work for long anyway!

Fighting Polio and Leading Healthcare Reform: Dr. Muhammad Ali Pate

Dr. Muhammad Ali Pate is the Global Director of Health, Nutrition, and Population (HNP) Global Practice of the World Bank and the Director of the Global Financing Facility for Women, Children, and Adolescents (GFF) based in Washington, DC. Dr. Pate was, until recently, the Chief Executive Officer of Big Win Philanthropy, based in the UK. Prior to that, he held several senior positions, including Minister of State for Health in the Federal Republic of Nigeria. Dr. Pate is an MD trained in both Internal Medicine and Infectious Diseases, with an MBA from Duke University. He also has a Master's in Health System Management from the London School of Hygiene & Tropical Medicine, UK. He will assume the role of CEO of Gavi, the Vaccine Alliance, on August 3rd, 2023.

By **Elena Arnaiz**



Dr. Muhammad Ali Pate was born in the Misau local government of Bauchi State in Nigeria. As a young boy, he always had a passion for helping others and determined by this, he was the first in his family to complete a secondary school education. He attended Ahmadu Bello University (ABU) medical school in Kaduna State, Nigeria, and earned his medical degree. After working in rural hospitals in Gambia, Dr. Pate

pursued a fellowship in infectious diseases at the University of Rochester Medical Center in the United States. Motivated by his desire to help others, he joined the World Bank Group in 2000 as a Young Professional. While there, Dr. Pate worked on health issues across Africa, East Asia, and the Pacific.

With his relentless determination and hard work, in 2008, Dr. Pate was appointed as the Head of the National Primary Health Care Agency (NPHCDA) in Nigeria, a position he held until 2011. During his tenure, Nigeria was grappling with a polio epidemic. To combat it, Dr. Pate initiated a policy whereby respected leaders in relevant areas helped to promote immunization. Thanks to his efforts, cases of wild poliomyelitis decreased from 803 at the end of 2008 to just 11 in 2010.

Following the National Primary Health Care Agency (NPHCDA) merger with the National Programme on Immunization



Gavi is one of the most impactful organizations in global health, a testament to the great work of the Alliance partners and Secretariat staff. It will be my privilege to lead it, building on the work of Dr. Seth Berkley.



(NPI), Dr. Pate played a key role in setting a transformation agenda to manage outstanding issues. He also implemented innovative policies, such as training middle management for primary health care and fostering collaboration between the public and private sectors through partnerships. In addition, he developed the Midwives' Service Scheme (MSS) to address the high maternal and child morbidity and mortality rate in Nigeria. The MSS aimed to ensure that individuals in rural and remote areas received the necessary assistance and care.

In recognition of his success as the Executive Director of the National Primary Health Care Development Agency (NPHCDA), Abuja, Dr. Pate was then appointed Minister of Health in Nigeria in 2011. He oversaw several key initiatives in this capacity, including developing a national health financing strategy and introducing a performance-based financing scheme to improve healthcare delivery. Reflecting on his time as the Minister, he says, "I was opportune to work alongside and lead thousands of volunteers and diligent health workers all over the country when I served in the government between 2008 – 2013. We did amazing things. Some health workers and volunteers lost their lives in the fight against polio. But it was such an honor for me to lead them and the National Honour that was

conferred on me; I take it beyond the recognition of my modest contribution; it is, in fact, an honor for all the people that I worked with and led."

Since leaving the government, Dr. Pate has made significant contributions to the development of healthcare both nationally and globally. He began his post-government career as a professor at Duke University, where he taught future leaders a comparative study of health systems. Dr. Pate also served as the CEO of Big Win Philanthropy, where he led efforts to improve human capital in African countries. Later, he became the Global Director, Health, Nutrition, and Population Practice at the World Bank and the Director of the Global Financing Facility for Women and Children.

Pate says, "I led a fantastic group of health development professionals working in the world's six regions to improve health systems and contribute to the fight against extreme poverty." He continued, "Nigeria benefited from the World Bank during my tenure as Global Director. Currently, at Harvard, where I hold a professorship and co-chair the Future of Health and Economic Resilience in Africa, I contribute to building a better future for global public health, including in Nigeria. All my international engagements have been enriched by the experience that I had at home, in Nigeria, during my service in government, and even before then during my education in the country."

As the Global Director for Health, Nutrition, and Population of the World Bank and Director of the Global Financing Facility at the World Bank between 2019 and 2021, he led the Bank's US\$ 18 billion COVID-19 global health response. Reflecting on the pandemic, Dr. Pate believes that pandemics have historically catalyzed significant changes in international, regional, and national health systems, and the COVID-19 pandemic is no different. "In projecting the future of health, our current pandemic experience is an important marker to start," he notes. "It has introduced a certain atmosphere accelerating transformations in global health systems." Despite the challenges posed by the pandemic, Dr. Pate sees an opportunity for innovation and

transformation in the health sector. "I believe that we have an opportunity to use the current crisis to reimagine and rebuild our health systems, to create more equitable, sustainable, and resilient systems that can better serve everyone," he adds.

Looking forward, Dr. Pate stresses the importance of taking the threat of future pandemics seriously and investing in prevention and preparedness to handle the next serious infectious disease threat better. "The new Pandemic Treaty, when ready, I hope will cement those changes alongside a reformed global financing architecture," he says.

To strengthen his take on vaccines and promote this global agenda, Dr. Pate will assume the role of CEO of Gavi on August 3rd, 2023. An international organization lauded for efforts to further the vaccination movement and provide vaccines to the most remote corners of the world. "I'm deeply honored to join Gavi as its incoming CEO," he stated. "Gavi is one of the most impactful organizations in global health, a testament to the great work of the Alliance partners and Secretariat staff. It will be my privilege to lead it, building on the work of Dr. Seth Berkley."

Dr. Pate's leadership will ensure that Gavi remains a vital player in the global health movement, expanding access to routine immunization programs and new vaccines and transforming primary healthcare systems. Under his guidance, the world can look forward to a healthy future.



The new Pandemic Treaty, when ready, I hope will cement those changes alongside a reformed global financing architecture.



Pioneering Women's Leadership in the World of Big Pharma: Emma Walmsley

Emma Walmsley is a prominent figure in the pharmaceutical industry, having made history as the first woman to become CEO of a major pharmaceutical company. She assumed the role of CEO of GlaxoSmithKline (GSK) in April 2017, where she has since led the company through a global restructuring program. Under Walmsley's leadership, GSK has made significant strides in expanding its consumer health division. In one of her most notable moves as CEO, Walmsley led the \$13 billion purchase of Novartis's 36% stake in GSK Consumer Health. This strategic acquisition has further positioned GSK as a leading player in the consumer health industry. She previously held the position of Chief Executive Officer at GlaxoSmithKline Consumer Healthcare Pte Ltd., President for GlaxoSmithKline Consumer Healthcare Holdings Ltd., and General Manager-Consumer Products at L'Oreal (China) Co., Ltd.

By Kyle Goldberg

Emma Walmsley was born in Barrow-in-Furness, Lancashire (now Cumbria), England. Her parents, Vice-Admiral Sir Robert Walmsley and Lady (Christina) Walmsley, raised her alongside her two siblings. As a child, Walmsley displayed brilliance, dynamism, and a love for adventure. She says, "Growing up, I was always curious and loved learning new things, and I was fortunate to have a wonderful Latin teacher who inspired me to pursue my academic interests." She motivated her to complete her Latin A level while finishing her schooling at St Swithun's School, Winchester, in 1987.

Later, Walmsley pursued her academic interests and graduated from Oxford University with a Master of Arts in Classics and Modern Languages from Christ Church. After completing her studies at Oxford, Walmsley began her career in consultancy and later transitioned into marketing. In 2007, she joined L'Oreal as General Manager

of Consumer Products, where she was based in Shanghai.

Reflecting on her time in China, Walmsley spoke about the challenges of leading in a new and unfamiliar culture. She recalled, "I had to learn to lead in a new culture where everything was different. I didn't speak the language; I didn't know the culture, nor did I have any friends or contacts. I had to build everything from scratch."

During this time, Emma found out she was pregnant with her fourth child, adding to the already significant demands of her new role. Despite these challenges, Emma persevered and had a successful career at L'Oreal. In 2010, she became head of the Chinese consumer business for L'Oreal. L'Oreal was a company where she enjoyed working and stayed for over 17 years, executing her management and marketing skills in Paris, London, New York, and Shanghai. Walmsley looked after the company's



It's a privilege to be leading a team working every day to help more people all over the world do more, feel better and live longer.



Chinese consumer products business, supervising global brands such as L'Oréal Paris, Maybelline, and Garnier, including Chinese skincare brand, Mininurse.

Walmsley was then offered a role at GlaxoSmithKline (GSK); she shared her initial hesitation in taking on the position,

saying, "I spent a week persuading myself I would be insane to do it. It was unfair to the family. We were settled in China, and my husband's new business was doing well." Despite feeling guilty about leaving a company that had been loyal to her, Walmsley felt encouraged by her husband's support and reminded herself of her past success in similar situations. She explains, "Every time I took a new role, I had constantly told him it was too big for me, and then he reminded me that in the end, I always managed fine." Her track record spoke for itself, and within a year of joining GSK, she was promoted. Finally, in April 2017, she took over as CEO.

Walmsley's appointment as the first woman to lead a major pharmaceutical firm was a significant achievement. Walmsley wasted no time making sweeping changes at the top after becoming CEO of GlaxoSmithKline in 2017. She reorganized 40% of the top executives and brought fresh talent from companies like Walmart and AstraZeneca.

In addition to her organizational changes, Walmsley has not shied away from large expenditures. In one significant move, she led the \$13 billion purchase of Novartis's stake in GSK Consumer Health, giving GSK complete control of products such as Sensodyne, Panadol, Voltaren, and Nicotinell. Walmsley says, "The proposed transaction addresses one of our key capital allocation priorities and will allow GSK shareholders to capture the full value of one of the world's leading consumer healthcare businesses."

Known for her direct and candid approach, Walmsley has been vocal about GSK's need to improve in order to do more good. She notes, "GSK has led a lot on doing well by doing good, but we need to do better to be able to do more good."

Expressing her satisfaction with her current role in the company, she says, "As for me, I'm starting to be convinced I have a right to be at the top table in business and am genuinely

happy in my new company where I know I'm making a difference," Walmsley continued, "It's a privilege to be leading a team working every day to help more people all over the world do more, feel better and live longer." As the head of a team dedicated to improving people's lives across the globe, Walmsley sees her role as an opportunity to make a meaningful impact and contribute to positive change in the world.

Walmsley's advice to aspiring leaders is to be flexible and creative in their career planning. She says, "Focus on learning and expanding your skillset, and take on roles that bring you joy and fulfillment. Find a career that aligns with your values and allows you to contribute to something greater than yourself."



The Importance Of Diversity In Team Decision Making

- Written by contributing writers, *Anne Mieke Eggenkamp and Fennemiek Gommer*, co-founders, *Caracta Business Innovation*.....



About the Authors:

Anne Mieke Eggenkamp and Fennemiek Gommer are co-founders of Caracta Business Innovation and authors of Boardroom Creativity. They work with the C-suite and company boards to highlight the importance of creativity for entrepreneurial leaders in designing a better future for their business. They believe that business innovation requires both strategy and leadership development and create design innovation journeys that result in organisational learning and new future directions. The name 'Caracta' makes clear that they take a business' character (purpose and values) as their starting point for helping them define where to go next. In their new book, Boardroom Creativity, Fennemiek and Anne Mieke describe how boards can apply creativity both in strategy and leadership development to design the desired future for their business.

Innovation requires looking at the world from different perspectives and developing new connections between existing ideas, which is a key characteristic of creative people. The need for multiple perspectives is one of the reasons you need interdisciplinary teams for innovation. But corporate reality is often different. In the years that we've worked as innovation partners across various industries and countries, we have seen a lot of silos. Most "birds of one feather tend to stick together" and allow little room for people who think differently. Without even realizing it,

organizations and departments have developed their own sets of unspoken rules – behavioural constraints that are not talked about or written down. Social psychologist Irving Janis from Yale University introduced the term groupthink to describe how members of a group can be so focused on striving for unanimity that it overrides their motivation to explore alternative courses of action:

"Groupthink refers to a deterioration of mental efficiency, reality testing, and moral judgment that results from in-group pressures. These groups are

over-cohesive. Because of a need to belong to the group, no one wants to break the peace and express a contrary view."¹

Examples of groupthink fiascos studied by Janis include the United States' failure to anticipate the attack on Pearl Harbour, the Bay of Pigs invasion, the escalation of Vietnam war and the ill-fated hostage rescue in Iran. Groupthink is a threat for creativity because it leads to self-censorship. People don't bring up alternatives, or potential risks, for fear of upsetting the status quo. Groupthink is common, and all organizations are vulnerable to it, especially when the people working for it are similar in backgrounds and the leader is strong.

Like the overconfidence bias, groupthink is a human bias that we need to acknowledge and counterbalance in innovation projects. Fortunately, we've experienced that it is relatively easy to break existing patterns in a specific project, while it's much more challenging to change patterns structurally in an organization. Bringing in unusual outsiders that are willing to challenge the status quo will encourage the whole team to use their explorative mindset and result in more innovative ideas. For example, the famous pointed front shape of the Japanese bullet train was inspired by the beak of the kingfisher. This aerodynamic shape was the answer to a sound problem the engineers encountered and ended up saving them 10% to 15% in energy usage as well. This creative solution was made possible because one of the engineers on the design team was an avid bird watcher in his free time.

One outsider can easily be overruled. In our business innovation projects, we have experienced that you need



to bring in at least three outsiders to counterbalance groupthink. Some companies take this a step further and create a group that consists only of outsiders to challenge their thinking. Microsoft in the Netherlands has introduced the concept of "the Council of Difference." Gonnée Been, at the time responsible for social innovation at Microsoft, told us: "For some questions such as 'how to improve diversity' you need the eyes of outsiders. We created the concept of the Council of Difference to provide us with unusual perspectives and stimulate a different type of dialogue. We invite different groups, like 16 to 20-year-olds or people with a disability and give them free access to the company for three months. Afterwards, they share their observations with the board, which result both in meaningful conversations and concrete actions."

Diversity makes teams better

Most companies now actively focus on increasing diversity and inclusion, although sometimes we feel the interpretation of diversity is somewhat narrow. The focus tends to be on gender, ethnicity and age, while we would like to look at diversity in terms of the different mindsets and leadership styles.

Luckily, more and more business leaders interpret diversity in this broader sense. Accenture research among 200 human resources

executives from global companies concluded that many leaders are realizing that they need people who significantly differ from each other in the top of their businesses. A HR leader they surveyed said: "Top leadership groups in the future will be characterized by people with great diversity of experience and thought styles – for example, are they more analytical or more 'by the gut?' These forms of diversity will be even more important than diversity of age, nationality and gender."

When we spoke about diversity in the interviews we did for this book, we got mixed reactions. Some were tired of the diversity discussion and stressed that you should pick the best person for the job. Most, however, recognized the value of diversity especially for decision-making. A hopeful perspective since companies will not only improve their decision-making by creating more diverse leadership teams, but also their innovation capabilities and their ability to embrace change. As the CEO of an international company said: "Even though we were active globally, our leadership team for a long time wasn't. Now that different nationalities have joined the board, we are looking at problems from more different angles. It's true that it has become more difficult to automatically understand each other, but I also think we make better decisions because of this."

How can you make sure that diverse perspectives lead to applied creativity and not to endless discussions? How can leaders deal with increasing differences in their team and still steer the project in one direction? Leaders will need to lead collectively as a team. Accenture proposes the name "ensemble leadership" for this, comparing it to how a musical ensemble is organized – a metaphor that speaks to us because it's easy to picture.

A successful ensemble can perform equally well in the intimacy of a quartet, the relative formality of a chamber group or the tight structure of a symphony orchestra. An ensemble leader may be called upon to be strong and visible, as in the case of a symphony. At other times, for example in a chamber orchestra, the conductor will lead while playing amid the group, or the group may perform entirely without a conductor. In all these examples the leader empowers his team to perform. Shared understanding – forged through the common experience of tackling difficult scores – and a desire to improve through practice give musical ensembles the agility to operate under widely varying conditions. Shared purpose and values are the foundation for this type of agility.

We also like the ensemble analogy because it shows that the kind of musical instruments you need depends on the music you want to play. In other words, each business innovation challenge requires a tailor-made diverse team to address it. Designing the project team that will create the future of your business is as important as designing the process and the potential solutions. We recommend combining insiders with outsiders, big-picture perspectives with niche expertise and unusual thinkers with creative makers in your design team. It doesn't end there. You also need to create the right type of trusted environment for this diversity to work. As Brené Brown so beautifully put it in her TED Talk about the power of vulnerability, real connection (and creativity, we would add) only happens when people allow themselves to be really seen.

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Healthcare as a Social Common Capital: The Philosophy of Dr. Yoshitake Yokokura

Dr. Yoshitake Yokokura is a highly accomplished Japanese physician. Since 1990, Dr. Yokokura has served as the President of Yokokura Hospital. He has also held several notable positions in the medical community, including President of the Fukuoka Prefecture Medical Association from 2006 to 2010, Vice-President of the Japan Medical Association from 2010 to 2012, and President of the Japan Medical Association since April 2012. Dr. Yokokura is also a Council Member of the World Medical Association since 2010 and Councilor and President-elect (2016-17) of the Confederation of Medical Associations in Asia and Oceania (CMAAO). His professional interests lie in surgery, and he is currently a Visiting Professor in Medicine at Kurume University School of Medicine since 2013.

By Sherlyn Gomes

Dr. Yoshitake Yokokura, the current President of the Japan Medical Association, was greatly influenced by his parent's dedication to the medical profession. He fondly recalls, "In the absence of a medical practitioner in the village, my father, a military physician, took it upon himself to establish a small clinic to cater to the community's medical needs. I can vividly visualize my parents in their prime whenever I recollect those moments. My father was committed to treating all patients requiring medical attention. He also invested his energy in enlightening people about contagious ailments and made it his priority to keep abreast of the health status of the locals." He continues, "On the other hand, my mother was an empathetic individual who would willingly part with her kimonos to acquire medications for indigent patients who could not afford to pay their medical bills."

Observing his parents as he grew up, Dr. Yokokura learned the spirit of healthcare, "To make every effort without regard for oneself to help people before one's eyes who are ill," through his daily life. His belief in the physician's mission to 'examine the patient' entails accompanying patients on their journey through life, from birth until death, working together to make their lives healthier. This early experience profoundly impacted Dr. Yokokura's life, ultimately leading him to pursue a career in medicine.

After obtaining his medical degree from the esteemed Kurume University School of Medicine in March of 1969, Dr. Yokokura began his professional career as an assistant in the university's surgery department. He then expanded his horizons by working for two years in the surgery department of the Detmold Hospital in West Germany, gaining invaluable experience and knowledge in his field.

Dr. Yokokura has an extensive record of leadership and service in the medical community. He has been serving as the President of Yokokura Hospital since 1990, where he has been instrumental in providing top-quality healthcare services to patients. In 2006, he was elected as the President of the Fukuoka Prefecture Medical Association, where he has been working tirelessly to improve the health and well-being of the people of Fukuoka.

Dr. Yokokura's parents' influence on his life profoundly impacted his perspective on healthcare. He expresses his gratitude for the lessons they imparted to him, saying, "As a physician, I am deeply grateful for the lessons my parents taught me about the true meaning of healthcare. Their selflessness and dedication to improving their community's health profoundly impacted my life, and I carry their spirit of compassion and service with me every day." He believes that a physician's

mission is not limited to just examining the patient but also accompanying them on their journey towards optimal health and well-being. "My father's actions and attitude continue to inspire me, and I believe they should serve as the foundation of healthcare for generations to come."

His accomplishments and reputation have gained international recognition. In 2010, Dr. Yokokura became a Council Member of the World Medical Association, where he has been actively participating in the organization's efforts to promote the highest standards of medical ethics and patient care worldwide. Dr. Yokokura was also elected as Councilor and President-elect (2016-17) of the Confederation of Medical Associations in Asia and Oceania (CMAAO), an organization that represents medical associations across Asia and Oceania and works to enhance healthcare in the region.

Inspired by the late economist Hirofumi Uzawa's vision, Dr. Yokokura sees healthcare as a crucial component of 'Social Common Capital.' According to Prof. Uzawa, these social systems enable everyone to lead abundant lives and maintain an attractive society. Healthcare was one of the systems he identified, alongside education, the natural environment, roads, water supply, and electricity. However, for this to happen, certain institutional, social, and financial conditions must be in place for all members of society to receive the best possible healthcare, regardless of their age, gender, or economic and social circumstances. Once these conditions are established, strict regulations must be implemented to ensure that they are maintained. The core of healthcare is to promote the happiness and prosperity of all individuals in society, and this can only be achieved by healthcare specialists carrying out their duties with strict adherence to professional standards and discipline.

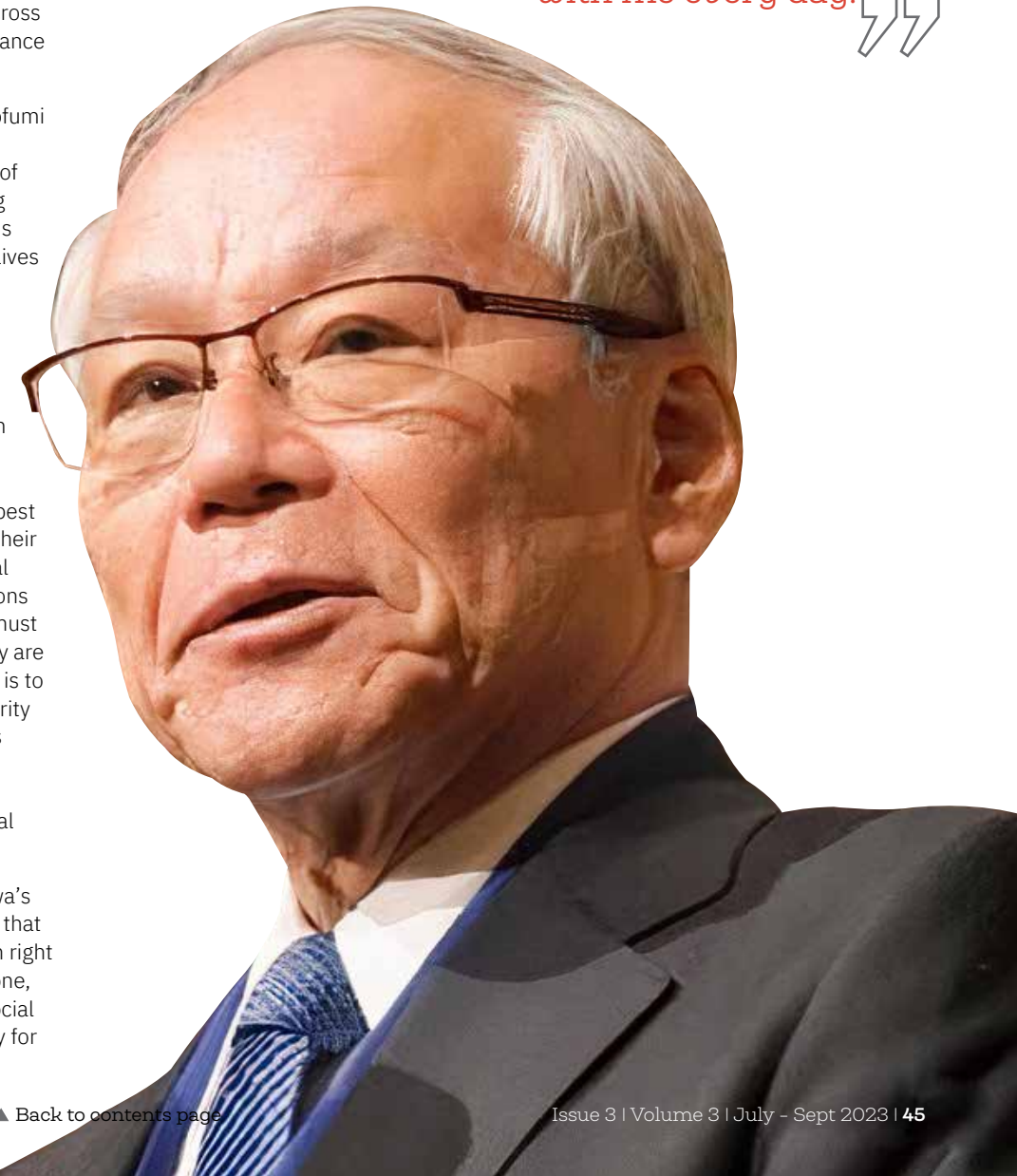
Building on the late Professor Uzawa's vision, Dr. Yokokura firmly believes that healthcare is a fundamental human right that should be accessible to everyone, irrespective of their economic or social status. To make healthcare a reality for

all individuals worldwide, Dr. Yokokura is committed to collaborating with international organizations such as the WHO to achieve Universal Health Coverage. His unwavering dedication and strong beliefs aim to contribute towards creating a society where healthcare is not a privilege but a basic right.

In conclusion, he says, "In a rapidly changing world, we must return to the fundamental principles of healthcare and serve humanity using advanced technologies. Let's create a "society of healthy longevity" where people can participate actively even in old age. Universal health coverage (UHC) is essential for achieving healthy longevity and creating a sense of security in aging societies. Let's uphold the principles of UHC and strive towards a better future for all."



As a physician, I am deeply grateful for the lessons my parents taught me about the true meaning of healthcare. Their selflessness and dedication to improving their community's health profoundly impacted my life, and I carry their spirit of compassion and service with me every day.



Healing the Wounds of War: Dr. Joanne Liu

Dr. Joanne Liu is a trailblazer in global health, who served as the International President of Médecins Sans Frontières (MSF) from 2013 to 2019. With decades of experience working in conflict-ridden areas, she has dedicated her life to providing medical care to those in need. Dr. Liu specializes in pediatric medicine and has a fellowship in pediatric emergency medicine. She is also an associate professor at the Université de Montréal and has taught at Fudan University in Shanghai. In 2013, Dr. Liu received the Teasdale-Corti Humanitarian Award from the Royal College of Physicians and Surgeons of Canada, recognizing her outstanding contributions to global health and human rights.

By Sherlyn Gomes

Growing up as a visible minority in Quebec City shaped Dr. Liu profoundly, instilling in her a sense of otherness that was felt every day. She says, “Despite being surrounded by my loving family, with three Liu’s listed in the phone book, I was constantly reminded of my differences from those around me.” The subtle yet poignant experiences of being addressed in English while walking around Montreal or being asked by a store owner how long she had lived in Quebec only further emphasized her sense of difference.

This feeling of difference led Dr. Liu to seek meaning and purpose in the world. When she was searching for this meaning as a teenager, she read books that made a profound impression on her. One such book was *Et la paix, Docteur?* She recalls, “It was about a doctor who worked with Médecins Sans Frontières in a war zone. I had also read *The Plague* by Albert Camus, and in a passage in the book, the protagonist doctor is asked: ‘What motivates you? All your patients are dying, you have nothing to offer them, no medicine, and you are not even religious’. Then, he answers: ‘I never got used to death.’ When I read that, I promised myself that I would never get used to death and that I would work for the triumph of life.”

Fueled by the message in the book, Dr. Liu took the next step on her journey. She joined Carrefour Canadien International, eager to use her skills and knowledge to work in international cooperation in Africa. It was during this 3-month mission that Dr. Liu truly found her calling. Surrounded by the beauty and complexity of the continent, she was moved by the struggles and triumphs of the people she met and knew in her heart that she was meant to be a doctor in the developing world.

With a newfound sense of purpose, Dr. Liu returned home with a promise to herself - she would come back and work as a doctor in developing countries, helping to bring hope and healing to those in need.

With determination, Dr. Liu planned her education, selecting courses and opportunities to equip her for a career in providing medical care in underdeveloped nations. This dedication was born from her clerkship,



Despite being surrounded by my loving family, with three Liu’s listed in the phone book, I was constantly reminded of my differences from those around me.



where she fell in love with pediatrics. “The pediatric patients I encountered were the most fulfilling, and I realized that I would always be eager to care for a child, even if it meant being woken up in the middle of the night,” she explains.

This passion was further fueled by her interest in trauma and emergency medicine, knowing that she wanted to work in war-torn countries and help those in need. She was ultimately rewarded when she started working at MSF in 1996, where she was first deployed to provide aid to Malian refugees in Mauritania. Over the years, she has continued to work tirelessly in some of the world’s most challenging and direst humanitarian crises, including providing support after the devastating 2004 tsunami in Indonesia, helping

those affected by the earthquake and cholera epidemic in Haiti, and working with Somali refugees in Kenya.

Aside from providing medical care, Dr. Liu’s commitment to helping those in need is reflected in her work in developing comprehensive medical support programs for survivors of sexual violence in the Republic of Congo. Throughout her career, she has worked tirelessly in conflict zones, including Palestine, the Central African Republic, and the Darfur region of Sudan, bringing hope and healing to those who need it the most.

In October 2013, Dr. Liu took on the role of International President of Médecins Sans Frontières (MSF), one of the world’s leading humanitarian organizations. She quickly established herself as a passionate and powerful advocate for global health, bringing her expertise and experience to bear in some of the world’s most challenging and pressing humanitarian crises.

In October 2015, she demanded an independent investigation into the American bombing of an MSF hospital in Kunduz. Dr. Liu described the bombing as a possible war crime, and her powerful denunciation helped to bring attention to the issue, prompting calls for greater accountability and protection for medical workers and facilities in conflict zones.

Her experiences in providing medical care in conflict-ridden areas have made

her aware of the significance of raising awareness and fostering common values of humanity. She explains, “People often violate human rights due to ignorance, laziness, or convenience, but the shared values of our common humanity can bring us together and create a bond of solidarity. Instead of focusing on our differences, we should embrace our common humanity and work towards a shared understanding of our human condition.”

Her unrelenting dedication to global health and human rights was demonstrated in 2020 and 2021 when she served as a member of the Independent Panel for Pandemic Preparedness and Response (IPPR), which was tasked with examining the world’s response to the COVID-19 pandemic. Dr. Liu, along with former Prime Minister of New Zealand Helen Clark and former President of Liberia Ellen Johnson Sirleaf, co-chaired the panel, providing critical insights and guidance into how the world can better prepare for future pandemics. Through her tireless efforts, Dr. Liu has shown her dedication to creating a more equitable and just world for all.

Her advice to future generations of women in medicine is simple: “Be confident and unapologetic. Don’t feel guilty for wanting a work-life balance, even if it’s different from traditional expectations in a male-dominated field. Stay true to your ambitions, and don’t let comfort, flattery, or promotions sway you from your path. It may be difficult, but holding onto your dreams is crucial for success.”



The pediatric patients I encountered were the most fulfilling, and I realized that I would always be eager to care for a child, even if it meant being woken up in the middle of the night



Beyond Work: How Successful Entrepreneurs Prioritize Personal Well-Being

- By Brianna Da Cruz



As an entrepreneur, your journey can be challenging and rewarding, requiring hard work, determination, and resilience. However, it's common to neglect your mental health in the midst of building a business. The constant pressure to succeed, fear of failure, and long working hours can take a toll on your mental and emotional well-being.

Your mental health should be a top priority, as it can help you stay focused, creative, and productive while improving your overall well-being. By incorporating daily rituals that promote mental health, you can better manage stress, improve your mood, and boost your confidence. Here are five daily rituals that can help improve your mental health.

1. Gratitude journaling

Gratitude journaling is an essential daily ritual that can help improve your mental health. It involves taking a few minutes each day to reflect on the positive aspects of your life and write them down in a journal. This practice can help cultivate gratitude, a powerful way to shift your focus

from what's not working to what is. By acknowledging the good things in your life, you can develop a more positive outlook and boost your overall well-being.

Many successful entrepreneurs, such as Sara Blakely, the founder of Spanx, swear by gratitude journaling. This practice can help set the tone for the day ahead and improve your mood and mindset. Blakely writes down three things she's grateful for every morning to start her day on a positive note. By making gratitude a daily habit, you can train your brain to focus on the positive aspects of your life, which can help improve your overall mental and emotional well-being.

2. Physical exercise

Regular physical exercise is not only crucial for maintaining physical health but also has a significant impact on an individual's mental health. It is a great way to reduce stress, anxiety, and depression while also increasing energy levels and improving mood. Many successful entrepreneurs understand the importance of exercise and incorporate it into their daily routines.

For example, Elon Musk, the founder of SpaceX and Tesla, has been vocal about his daily exercise routine, including weightlifting, running, and swimming. He has stated that exercise helps him clear his mind and focus on his goals.

3. Digital Detox

Setting boundaries around technology use can effectively incorporate a digital detox into your daily routine. This might mean turning off your phone for a certain amount of time each day or not checking your email after a certain hour in the evening. By setting these boundaries, entrepreneurs can create a sense of balance in their lives, which

can positively impact their mental health. For example,

Jack Dorsey, the founder of Twitter and Square, takes things to the extreme by taking a 10-day silent meditation retreat each year, where he completely disconnects from technology. This extended period away from technology allows him to disconnect and recharge more profoundly.

4. Personal passions

Engaging in activities you enjoy can also bring a sense of joy and fulfillment to your life, improving your overall well-being and helping you maintain a positive outlook. In addition, pursuing personal passions can also boost creativity. When you engage in activities you enjoy, you activate different parts of your brain and stimulate your creativity. This can be particularly beneficial for entrepreneurs who need to come up with new ideas and solutions to challenges constantly.

For example, Mark Zuckerberg, the founder of Facebook, has said that he enjoys cooking and often invites friends over for dinner parties to unwind and recharge. By taking time to pursue personal interests, entrepreneurs can return to their work with fresh ideas and renewed energy.

In Conclusion:

Prioritize your mental health as much as your business goals. Taking care of your mental health can help you stay focused, creative, and productive while improving your overall well-being. You can improve your mental and emotional well-being by incorporating simple daily rituals such as mindful breathing, gratitude journaling, physical exercise, digital detox, and pursuing personal passions.

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How To Define Your Business's Digital Transformation Maturity Pathway

- Written by contributing writer, David Galea, Director of Digital Leadership, Centigo



About the Author:

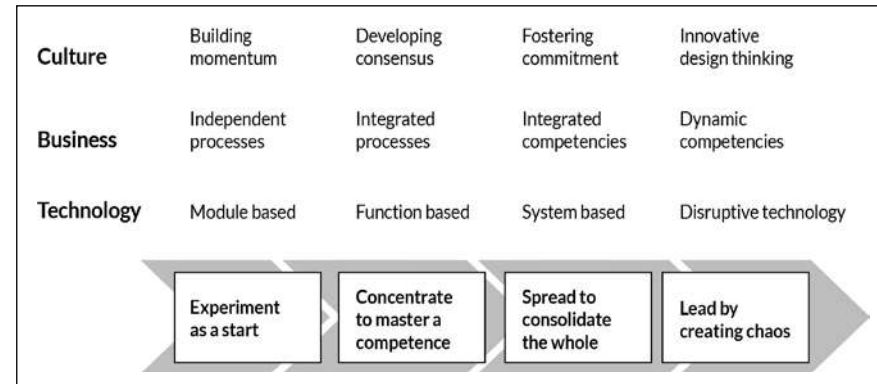
David Galea is a digital transformation expert, Director of Digital Leadership at Centigo and author of Digital Made Simple. Throughout more than 20 years of experience in the consulting industry in Europe, the UK, and the Middle East, he has extensive experience in successfully implementing digital transformation programs in organisations ranging from ambitious and visionary micro enterprises launching new emerging technologies in the market right through to the largest corporations forming part of the Fortune 500 list. He has helped various entrepreneurs in shaping their business models based on DLT, IoT, Bluetooth, AI, ML, and Cloud technologies (amongst others) to launch innovations in the marketplace. David's new book, Digital Made Simple is all about how to successfully implement digital strategy in any workplace.

Yes, running fast is key to gaining a competitive advantage in business, but do not be too impatient. Learn to crawl before you walk and learn to walk before you run.

Digital transformation is not a flick of a switch. It involves a major culture change. If your organisation has previously been guilty of creating a paper trail responsible for killing half of the

Amazon rainforest, you cannot suddenly cast a magic spell that automates workflows, sparing the lives of a few trees at the eleventh hour. What you can do is take one step at a time along what I call the digital transformation maturity pathway (DTMP). I have developed this framework to support leaders to pace their transformation effort across a cycle that their organisation can handle without creating major disruptions in its day-to-day operations.

The DTMP is made up of four different stages:



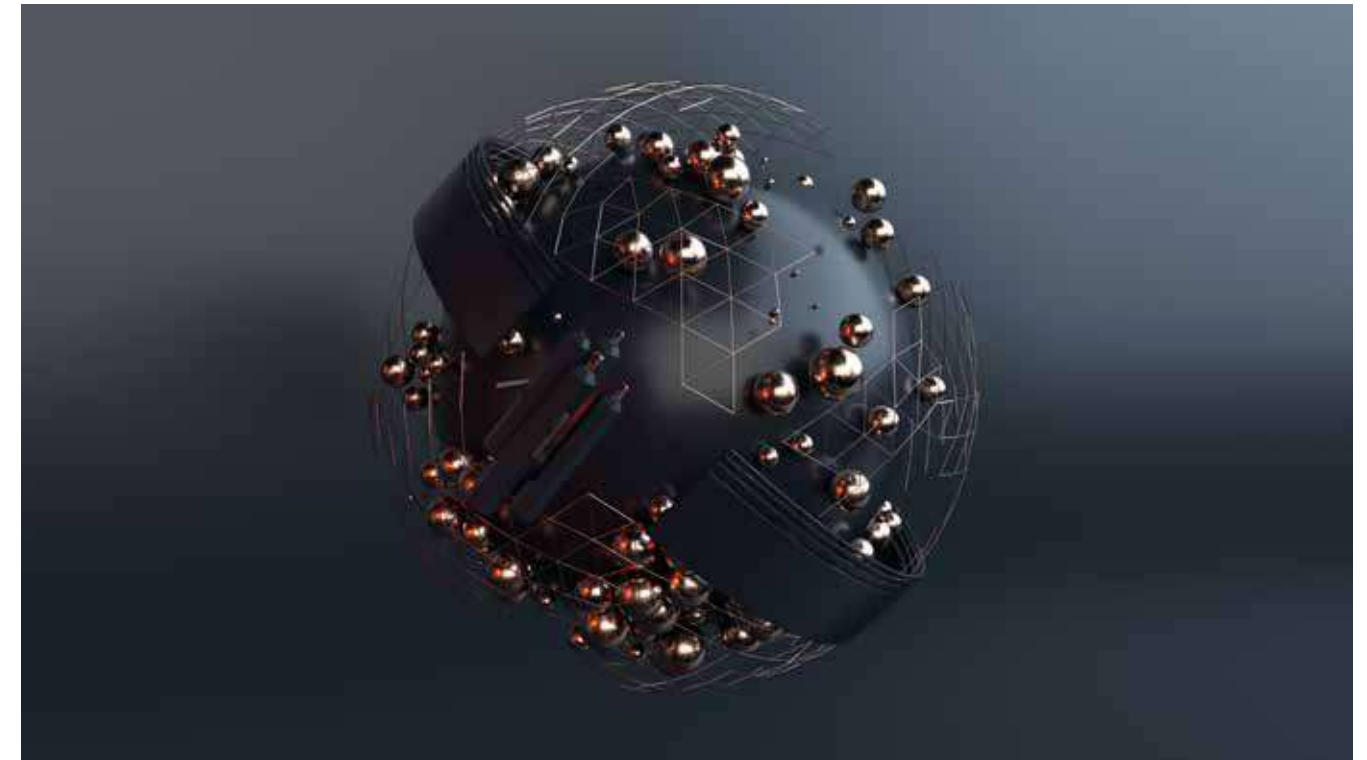
Stage one – experiment as a start

This stage of the pathway is appropriate for leaders who are yet to embark on their organisation's digital journey. The aim is to choose one or two minor projects as pilots to build momentum by generating results from low-hanging fruit. Changing the mindset of all stakeholders is more important at this stage than the results themselves, so the focus is to build a transformation mindset and an organisation-wide acceptance for the need to embark on a digital journey. To build this mindset, ensure that the

pilot projects you choose are primed for success and can be completed in cycles of twelve weeks. Develop a plan to raise awareness of digitalisation across the organisation and use these pilot outcomes to instil legitimacy.

Stage two – concentrate to master a competence

This stage of the DTMP is appropriate for organisation leaders who have accepted the need to digitalise their operations, but their business model, people and technology elements are still largely based on manual systems. At this stage,



you will need to focus on identifying a competence, not a process, which is critical to your business strategy to become a core priority for digitalisation. A competence consists of a set of skills and/or capabilities your organisation has that adds value to your customer. Competences are developed and defined by a series of interrelated underlying processes.

Once you have earmarked the core competence, identify the underlying processes and resources it is made up of. Then develop a digital roadmap built around enhancing or transforming the processes you've identified as making up the core competence.

Stage three – spread to consolidate the whole

This stage of the pathway is appropriate for enterprises that have successfully mastered one competence but have other core competences in need of development to generate a competitive advantage. Your key task at this stage is to prioritise the other competences to be considered for digital transformation. Define linkages across multiple competences and identify how you could create synergies. Develop a digital

roadmap that brings together a united vision for exploiting technology to maximise the mix of core competences making up your organisation's competitive advantage.

Stage four – lead by creating chaos

This stage of the pathway is appropriate for organisations that have leveraged the potential of technology to generate a competitive advantage, but want to become leaders by disrupting their industry. To reach this phase, you will need to re-evaluate your organisation's business model by focusing on your innovative capability to move to uncharted territory.

Question and review your industry and explore ways in which you can use emerging technologies to redefine your source of competitive advantage. Then develop a digital roadmap that brings together a united vision for repositioning your organisation, based on an alternative source of competitive advantage founded on the development of new competences.

In practice, few organisations have the privilege of reaching this stage as

most are still struggling to master a competence or spread to consolidate the whole. Netflix is one of the rare exceptions. This company has succeeded in reshaping the entertainment industry and has brought cable companies to their knees.

Netflix traces its origins to 1997 where it started off as one of the first portals to offer online DVD rentals delivered by mail to its customers. A decade later, following significant improvements in internet speeds, Netflix pioneered its on-demand streaming service, spelling the end of the video rental business. The company went further to lead the way into the development of original programming, putting in place powerful algorithms to analyse user data and repurpose its content to fit customers' specific requirements and preferences.

Netflix did not stop there. It took the initiative in producing its own content, signing up multi-million-dollar contracts with iconic Hollywood actors such as Adam Sandler, Dwayne Johnson, Sandra Bullock and Ryan Reynolds to name a few. It is no wonder that in 2021 alone, more than 27% of American households were planning to cancel their satellite or cable connections in favour of Netflix.

The Future of Healthcare Leadership: Invest in Your People and Grow Multipliers

- Written by contributing writer, *Shiyen Shu, MSc.OT, Hon.BSc(Kin), PMP, CYT, Certified Executive Coach*



About the Author:

Shiyen is a highly regarded and in-demand Executive Coach and Speaker, with a passion for serving the healthcare industry. She has served the most vulnerable as a frontline clinician, and quickly progressed to leadership roles, now partnering with some of the top healthcare leaders and organizations. She was recently recognized as a Top 200 of the Biggest Voices in Leadership by leadersHum and received the Queen's Platinum Jubilee Medal for her contributions.

Healthcare has a bias for evidence-based best practices, which oddly enough is a barrier to innovation. In this rapidly changing landscape of complex regulations, new technologies, and more educated patients, demanding the highest quality of care, leadership has become more important than ever before.

The traditional model of the hero-leader who saves the day, knows it all, is the smartest person in the room, driven by power, fame, or glory will not thrive in today's environment.

Nobody can claim to have all the answers to solve the complex crises we are facing. People today expect a different kind of leader.

So, what kind of leaders do we need?

1. Leaders who have self-awareness

Great leaders know that great leadership starts with themselves.

Based on extensive research involving more than 5000 participants, Tasha Eurich, author of the book, *Insight*, found that while 95 percent of people believe they are self-aware, only 10-15 percent are actually self-aware.

Recently, one CEO told us it's not important to gather 360 feedback as their colleagues should feel comfortable coming directly to them.

But how comfortable are they?

When people work with someone with high confidence and remarkable intelligence, like a typical CEO, they tend to shy away from giving direct feedback.

Consider:

- Asking for 360-degree feedback and working with a coach or trusted colleague to uncover your blind spots and understand the results.
- Creating a plan using feedback from your team, for the required change in a specific behaviour in the future.
- Scheduling routine reflection and thinking time.

2. Leaders with a bold vision and courage to take the road less traveled

Many leaders tend to focus on limitations and barriers.

Those who are going to lead the future of healthcare will have a solid vision, and confidence to make it a reality. When there is no vision, no amount of effort, money or resources can help.

Our vision makes our purpose come alive. Be clear about your purpose and how that connects to your organization's purpose. You cannot choose circumstances, but you can control your mindset. Your mindset determines whether you generate hope, inspiration, and energy around you, or bring others down.

Be bold and brave in your thinking and actions. Challenge others and be willing to be challenged, testing the status quo, and standing up for what you believe in. Hold difficult conversations, encourage constructive conflict to get to the best outcome.

Consider:

- Writing down why vision is important to you. Do you have a vision for your personal life? For your business or career? Evaluate how compelling and interlinked they are.
- Asking others, "How could I be a better leader? How could I do better?"
- Challenging yourself and thinking of a situation you're facing now; how would you respond if you took a bolder approach?

3. Leaders who role model humility and compassion for all

Why do so many leaders try to prove themselves?

In this era of health human resource crisis, burnout and mental health at its peak, leaders require a healthy

dose of humility and overarching compassion for all.

Leading with compassion imparts hope to your team, allows you to connect with them as a fellow human being, and exemplifies the purpose of their work.

"The longest journey you will ever take is the 18 inches between your head and your heart." – Andrew Bennett

In Jim Collin's book, *Good to Great*, the concept of Level 5 leadership was introduced. (See Figure 1) Level 5 leaders display a powerful mixture of personal humility and indomitable will. They are incredibly ambitious, but their ambition is first and foremost for the cause, for the organization and its purpose, not themselves.

Consider:

- Being vulnerable and authentic, showcasing your true self, your whole self, the best version of yourself. This does not mean sharing everything with your colleagues, it means sharing emotions and struggles when appropriate and helpful to others

4. Leaders who are "Multipliers"

Almost everyday, we hear from highly qualified, educated professionals and young leaders who feel they could be doing so much more than their current job demands.

There is more intelligence inside our organizations than we are using. Liz Wiseman came to discover a certain type of leader, she called "Multipliers. These leaders saw, used, and grew the intelligence of others. Multipliers increase intelligence in people and in organizations, so people actually get smarter and more capable around them. We need more multipliers in healthcare leadership.

Consider:

- Sizing someone's job the way parents shop for shoes for a young child; parents tend to buy a pair that's a size too big and expect the kids to grow into them. Try supersizing someone's job; assess their current capabilities and then give them a challenge that is a size too big.

- Give an individual contributor a leadership role
- Give a first-line manager more decision-making power
- Most ambitious and aspiring young leaders will be up for the challenge. Step back and watch them grow.

5. Invest in your most valuable asset: your people and leaders

Many healthcare leaders are promoted from clinical roles into management roles without adequate training, coaching or mentorship in leadership.

It's not enough to send your people to off-site retreats, courses, certifications, and degrees. Real leadership development happens on the job. Invest in a robust system to retain your best talent and nurture them to fulfill their true potential.

Most leadership development and training programs focus on the outer layers of behaviours and actions, with little to no emphasis on deeper world views and values. (See Figure 2) Future leaders need to be supported to dive deeper by reflecting and trying to understand their own values and world views.

In a fast-paced environment with back to back meetings and endless distractions, you spend little to no time reflecting on the inner layers of your leadership approach. With so little reflection, you tend to accept the world views from others without intentionally choosing them.

Consider:

- Creating a learning and feedback culture within your organization.

- Providing leadership development opportunities, including coaching and mentorship at all levels, for development and growth instead of performance issues.

The way we lead has profound implications on people around us. We cannot transform organizations and healthcare unless we reflect on who we are as leaders.

1. What kind of leader do you want to be?
2. What values define you?
3. How would you describe your purpose?
4. What are you doing to create an environment in which others can thrive and flourish?
5. Are you doing your best to be your best?

"The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn." – Alvin Toffler

References & Additional Reading:

- Multipliers: How the best leaders make everyone smarter by Liz Wiseman
- The Vision Code: How to create and execute a compelling vision for your business by Oleg Kononov
- Humbitious : The power of low ego, high-drive leadership, by Amer Kaissi
- Insight: The Surprising Truth about how others see us, how we see ourselves, and why the answers matter more than we think, by Tasha Eurich

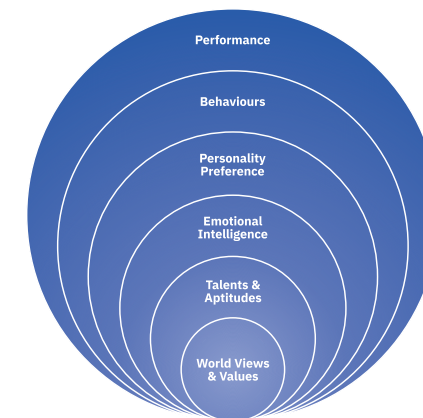


Figure 2: Adapted from Kaissi, "Humbitious: The power of low ego, high-drive leadership"

The Inspiring Story of Dr. Sanjay Gupta: A Neurosurgeon & Emmy Award Winning Journalist

Dr. Sanjay Gupta is the multiple Emmy®-award winning chief medical correspondent for CNN and host of the CNN podcast Chasing Life. Gupta, a practicing neurosurgeon, plays an integral role in CNN's reporting on health and medical news for all of CNN's shows. In addition to his work for CNN, Gupta is an associate professor of neurosurgery at Emory University Hospital and associate chief of neurosurgery at Grady Memorial Hospital in Atlanta. He serves as a diplomate of the American Board of Neurosurgery. Dr. Gupta has been named one of PEOPLE magazine's 'Sexiest Men Alive,' a 'pop culture icon' by USA Today, and one of the 'Ten Most Influential Celebrities' by Forbes Magazine. He has won several awards for his humanitarian efforts and the John F. Kennedy University Laureate award. Dr. Gupta has received numerous honorary degrees and delivered a commencement address in the 'Big House' at his alma mater in Ann Arbor, Michigan.

By Kyle Goldberg

Dr. Gupta was born in Novi, Michigan, a suburb of Detroit. Recalling his childhood, he says, "My parents were immigrants from India, working for Ford Motor Company. My mother was the first female engineer ever hired by Ford, a fact that is presented with great pride in the Indian and engineering communities."

It was during his teenage years that Gupta found his passion for medicine. He recalls an incident that left a lasting impression on him, "I was in my teens when our family faced a medical crisis. My grandfather, with whom I was very close, had a stroke and landed in the hospital. Sitting anxiously at his bedside, I watched nurses come and go, checking his vitals and looking at the monitors attached to his body. I remember sitting there wondering what I could do to make him feel better—to bring back the warm, thoughtful man I knew. When the doctors explained what they could do surgically

to help, I thought, "I want to be like them."

Dr. Gupta was inspired by the neurosurgeons who treated his grandfather and knew he wanted to follow in their footsteps. He adds, "I wanted to know what they know and heal as they did." His grandfather eventually recovered, and this experience set Dr. Gupta on his path toward a medical career.

Dr. Gupta then devoted himself to his studies and was accepted into Inteflex, a unique program at the University of Michigan that provided a seven-year combined undergraduate and medical school education. Being accepted into medical school right after high school presented challenges, but it also allowed him more time to explore other areas of interest.

He recalls one of his mother's favorite sayings, which he still applies to his life



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today: "A change of activity is a form of rest." When feeling burnt out during med school, he followed her advice and tried something different. Despite his initial goal of becoming a neurosurgeon, he found joy in writing and recognized the power of storytelling in medicine. He had always enjoyed writing and started contributing articles to small magazines and newspapers. As his portfolio grew, he began writing for more prominent publications, including a stint with the White House, planning events, and writing speeches. He says, "Through writing, I gained a new perspective and saw the potential to reach a broader audience with valuable health information. I realized I could make a difference in preventive medicine and help save lives like my grandfather's."

At the time, Dr. Gupta had completed his medical training and was working as a faculty member at the University of Michigan. He traveled to Atlanta to interview for a position at Emory University and Hospital. During his visit, he ran into Tom Johnson, CEO of the Cable News Network (CNN), whom he knew from his work at the White House. Johnson informed him about CNN's plan to start a medical division and was keen for Dr. Gupta to join them.

Since he was a neurosurgeon, Dr. Gupta was skeptical about joining CNN as a newscaster. However, he found the opportunity to reach people and

help them understand medicine and what doctors do exciting. After some consideration, he agreed to take the job on one condition.

"I'll do it," Dr. Gupta told Tom, "on one condition. I need to see patients and perform surgery." He wanted to report on medical news with firsthand experience as a doctor. Fortunately, CNN offered him a schedule allowing him to perform surgery every week and continue teaching while working as a reporter.

In the months following his joining CNN, Dr. Gupta was assigned to report from New York City after the devastating 9/11 terrorist attacks. During that fall, he also broke several stories about the anthrax attacks. In 2003, he was embedded with the US Navy's 'Devil Docs' medical unit and covered the unit's travel to Baghdad from Iraq and Kuwait. He provided live coverage of the first-ever battlefield operation performed during the war and also conducted life-saving brain surgery five times in a desert operating room. In 2004, Dr. Gupta traveled to Sri Lanka to cover the tsunami that claimed more than 155,000 lives in Southeast Asia, contributing to CNN receiving the 2005 Alfred I. duPont-Columbia University Award.

Since then, he has covered several significant events as a journalist. He was the first western reporter to investigate the Ebola outbreak in Conakry, Guinea, and reported on the aftermath of the Nepal earthquake in 2015. Dr. Gupta has also reported on major events such as the Flint water crisis, the Pulse nightclub shooting in Orlando, and Hurricane Maria's impact on Puerto Rico. He has moderated a panel with President Obama on the opioid crisis and co-

hosted an Emmy-winning series called 'Finding Hope: Battling America's Suicide Crisis.'

In recent years, Dr. Gupta has shifted his focus toward long-form reporting. He currently hosts the CNN Original Series 'Chasing Life with Dr. Sanjay Gupta,' which documents his global quest to uncover the secrets of a longer, healthier, and happier life. In addition, he stars in the HBO Original Documentary 'One Nation Under Stress,' which explores the reasons behind the decline of life expectancy in the United States. Dr. Gupta's investigative reporting on medical marijuana has resulted in five award-winning documentary films called 'Weed.'

Dr. Gupta believes that "Amazing things can happen when you start seeking solutions to the big problems of the world." His commitment to exploring the big problems affecting human health and wellness has been an inspiration to many, and his work has had a significant impact on the medical community.





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