



Global Business
School for Health



GBSH Societal Impact Report 2026

Impact at a Glance

1826

UCL founded

315

executive education and
leadership delegates

430+

peer-reviewed articles
published

2021

GBSH established

70+

partnerships formed

£4+

million in grants secured

1,200+

students participated
in consultancy projects

1,100+

people attended
knowledge-sharing events

140+

research presentations
to stakeholders

280+

innovation ideas
and prototypes

11

international association
board roles held by faculty

250+

global media mentions

09

student ventures launched

14

intellectual property outputs

Executive Summary

UCL Global Business School for Health's ambition is to make a difference. Since its foundation as the world's first business school dedicated exclusively to health, GBSH has made significant societal impact.

This report demonstrates our progress since GBSH was launched in 2021. Our activities span education, research, innovation, partnerships and engagement. We've delivered student projects, innovations, prototypes, publications, events and strategic collaborations.

To assess our contribution we introduce the GBSH societal impact framework. This illustrates our impact: from research and insight, education and engagement, outputs and outcomes, and wider societal value.

This report presents business projects and case studies. Together, they demonstrate how ideas, research, collaboration and professional practice strengthen organisational improvement, leadership capability, service innovation and practical outcomes.

Finally, this report recognises the wider GBSH ecosystem. The contribution from our stakeholders: students, faculty, partners, alumni, advisory boards, Health Executives in Residence, collaborators and supporters, underpins all our work.

Since its foundation as the world's first business school dedicated exclusively to health, GBSH has made significant societal impact.

Director's Foreword



This year marks two important milestones: the bicentenary of UCL and the fifth anniversary of UCL Global Business School for Health.

Together, they provide an opportunity to reflect on what GBSH has built in a short period and the contribution it is already making to health systems globally.

Founded in 2021 as the world's first business school dedicated exclusively to health, GBSH was established to develop leaders, generate evidence, and support innovation that improves health outcomes and strengthens health systems. Since then, we have built a distinctive platform bringing together academia, industry, government and civil society to address complex healthcare challenges.

This report shows how that ambition is being delivered in practice. It captures how education, research, consultancy and partnerships translate into measurable societal impact. Across the evidence and case studies, the emphasis is clear: moving insight into action and creating value for organisations, systems and communities.

This focus reflects my own commitment to health systems transformation, leadership and innovation. At a time of rising demand, workforce pressure, technological change and widening inequality, health systems need leaders and institutions that can connect strategy with implementation.

That is the role GBSH seeks to play.

The data and examples in this report show how our work is strengthening leadership capability, supporting innovation, influencing practice and contributing to better outcomes. They also reflect an important principle: societal impact should be both meaningful and evidenced.

As we mark UCL200 and GBSH's fifth anniversary, this report is both a reflection on progress and a statement of future ambition.

I would like to thank our students, faculty, partners, alumni and supporters. Their contribution has been central to the achievements captured in these pages and to the impact we will continue to build together.



Professor Nora Ann Colton
Director, UCL Global
Business School for Health

Societal Impact at UCL Global Business School for Health

How Societal Impact Fits our Strategy

Societal impact is central to our strategy at UCL Global Business School for Health. Our mission is to empower the education, research and professional community to drive health system innovation and improve health outcomes globally.

Aligned to the health sector, this mission is delivered through education, research, consultancy, executive education and partnerships. Societal impact is how our strategy is put into practice.

How we Define Societal Impact

We define societal impact as the meaningful contribution our work makes to improving health outcomes globally.

This includes the value created through education, research, innovation, consultancy, executive education and partnerships. It includes knowledge generation, and the application of that knowledge to influence practice, support innovation, and strengthen organisations. This work contributes to Sustainable Development Goal 3: Good Health and Wellbeing.

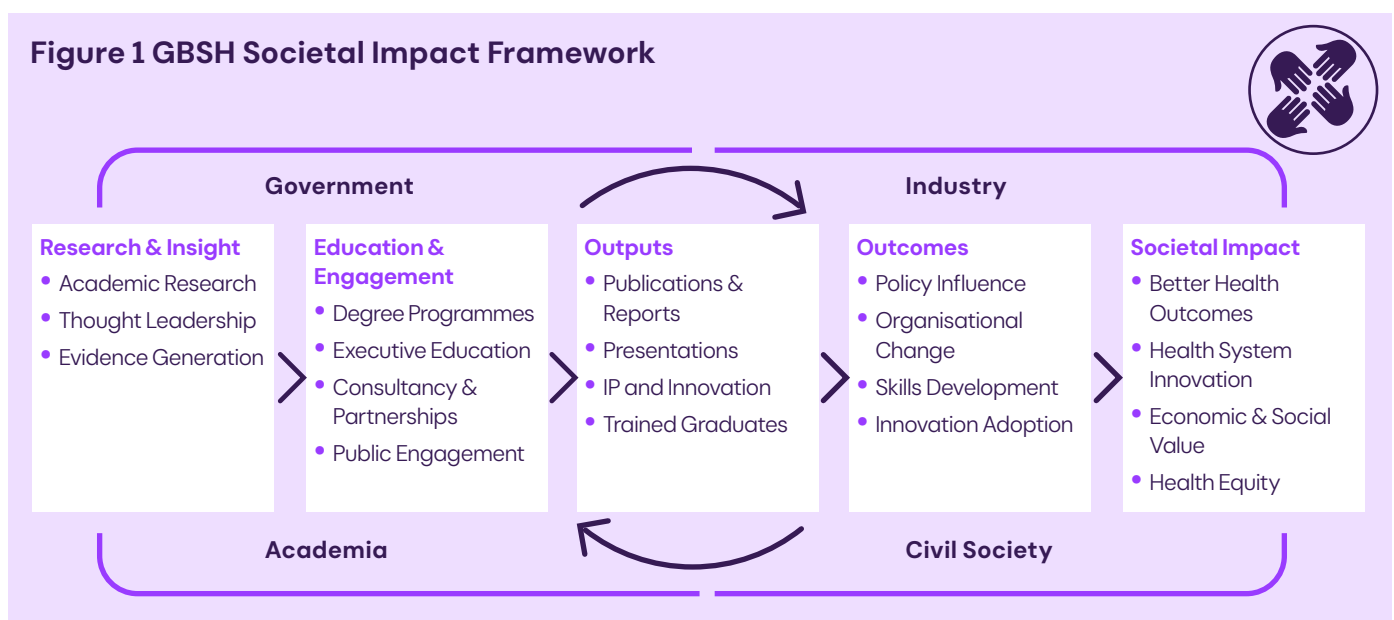
How we Deliver Societal Impact

GBSH has developed a societal impact framework. This demonstrates how impact is created and evidenced across GBSH's activities (Figure 1).

The framework tracks a clear pathway:

- Research and insight generate knowledge on priority health system challenges
- Education and engagement translate that knowledge through programmes, consultancy, partnerships and public engagement
- Outputs include publications, reports, intellectual property, innovation ideas, prototypes and skilled graduates
- Outcomes include changes in policy, professional practice, organisational capability, service design and decision-making
- Societal impact includes improved health outcomes, stronger health systems, innovation, economic and social value, and greater health equity

This is an iterative model, with learning from practice informing future research, education and collaboration.



MSc Business Projects

(Academic Year 2024–2025)

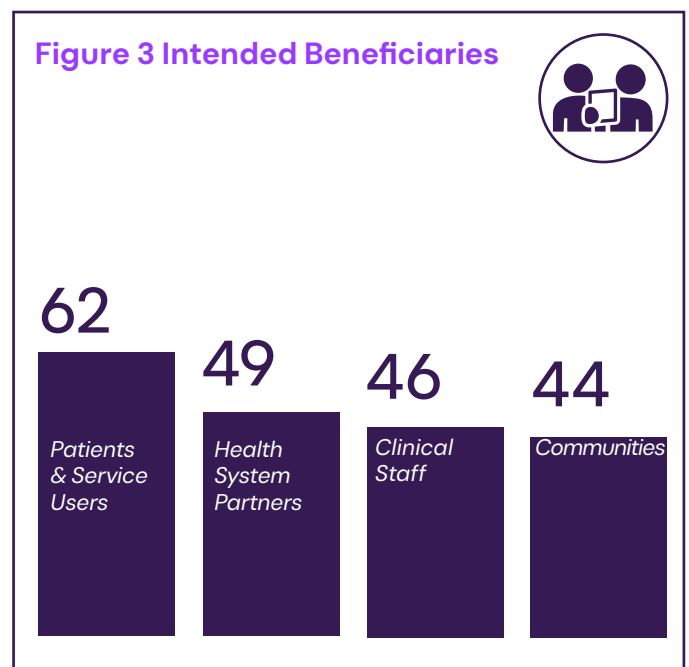
The portfolio of GBSH’s MSc Business Projects show how GBSH’s educational activity translates into innovation, problem-solving and societal value.

These projects connect education and engagement, innovation outputs, and future outcomes. They offer health-focused ideas, prototypes and implementation solutions. This contributes to stronger health systems and improved health outcomes.

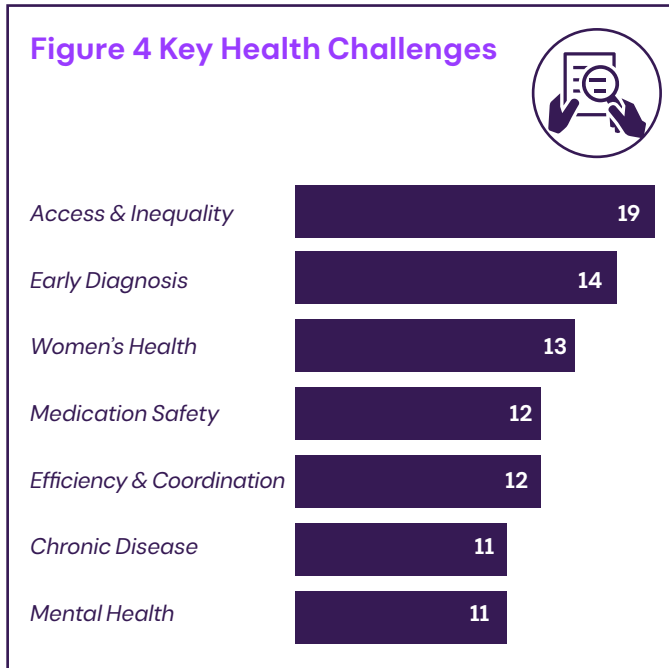
For example (Figure 2), 61 of the 63 group projects completed during the 2024–2025 academic year were aligned with Sustainable Development Goal 3: Good Health and Well-being.



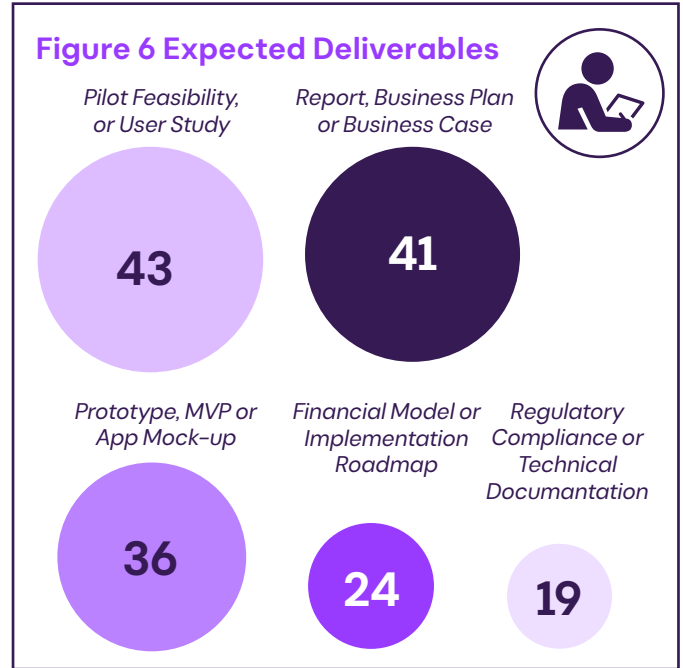
The intended beneficiary profile reinforces our commitment to the SDGs. Most projects identified patients and service-users as primary beneficiaries (Figure 3).



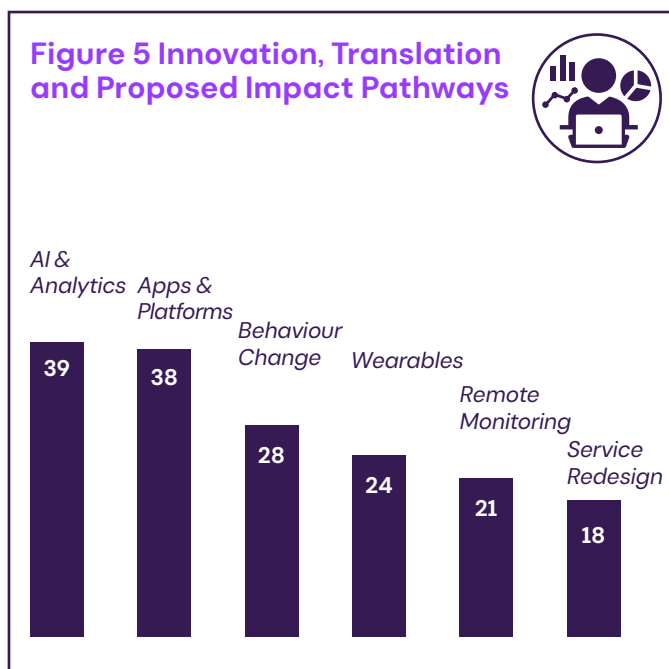
The types of projects focus on priority health system challenges (Figure 4).



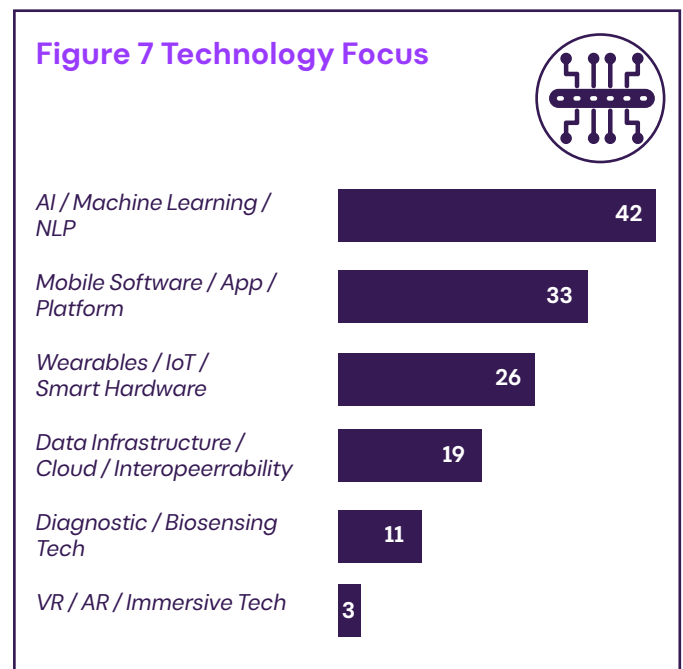
Projects are designed to test viability and support implementation. Practical deliverables include pilots, feasibility studies, business cases, reports, prototypes, and implementation roadmaps (Figure 6).



The Business Project portfolio focuses on practical, implementation-driven innovation. Solutions include digital platforms, Artificial Intelligence (AI)-enabled tools, remote monitoring and wearable technologies (Figure 5).



Across the portfolio common technologies were AI, machine learning and Natural Language Processing (NLP), followed by mobile applications, digital platforms, wearables and Internet of Things (IoT)-enabled solutions (Figure 7).



Meeting the Challenge of Urban Primary Health Care Systems in India: A Learning Sites Approach



Professor Kabir Sheikh, PI, UCL Global Business School for Health

Professor Neha Batura, Co-PI, UCL Global Business School for Health

Dr Sukumar Vellakkal, Associate Professor, Indian Institute of Technology, Kanpur

Dr Sarit Kumar Rout, Professor, Public Health Foundation of India (PHFI)

Problem

Rapid urbanisation is reshaping health needs in India. Yet urban primary health care (UPHC) systems remain fragmented and uneven. This is due to pluralistic health markets, migration, variable local governance, and emerging pressures such as climate change. Limited evidence on how these systems function, what drives performance, and how they can be strengthened creates a gap between policy ambition and implementation. Addressing this is critical to equitable, continuous, high-quality care for urban populations, particularly poorer and underserved communities.

Activities

Supported by a \$2 million Gates Foundation grant (2024–2027), this programme is strengthening UPHC systems across Kanpur, Bhubaneswar, and Bengaluru through a Learning Health Systems approach. The initiative began with a high-level dialogue with the World Health Organization, the Gates Foundation, policymakers and

researchers from Asia and Africa at the 2024 Global Health Systems Research Symposium in Nagasaki. Subsequently national and city-level stakeholders were engaged across the three learning sites to identify key system challenges.

Research questions were co-developed with national and local policymakers. This explored structural and systemic drivers of UPHC performance, care-seeking pathways, continuity of care, governance, accountability, equity, and service quality. Data collection across all three sites starts later in 2026.

Outcomes and Wider Societal Impact

Three publications have featured in *The Lancet* series on primary care in LMIC cities. Partnerships have been established across three cities, with three operational learning sites. Looking ahead, the programme will generate an evidence base on urban PHC equity, governance, and service quality in Indian cities, alongside co-produced, context-sensitive solutions to inform better system design and policy implementation.

The programme supports equitable and responsive urban primary care systems in India. It generates learning for comparable LMICs. This aims to strengthen policy, governance, and health system innovation and contribute to health equity, reduced inequalities, and more sustainable urban development.

Patient-Centred Design that Supports Better Adherence and Health Outcomes



Dr Hend Abdelhakim, UCL Global Business School for Health (UCL GBSH), UCL Consultants (UCLC), Gustoceutics

Professor Duncan Craig, University of Bath

Problem

Poor acceptability of oral medicines, particularly bitterness and unpleasant mouthfeel, remains a major and under-addressed driver of non-adherence. This is especially pronounced in children, older adults, and individuals with sensory sensitivities, where refusal or incomplete dosing directly compromises treatment effectiveness. Despite regulatory frameworks such as Paediatric Investigation Plans (PIPs), acceptability is often assessed too late in the development pathway. This leads to costly reformulation, delays to market, and missed opportunities to design medicines that patients can and will use effectively.

Activity

Gustoceutics™, operating via UCL Consultants Ltd (UCLC), works in collaboration with pharmaceutical and biotechnology partners to embed patient-centred design principles into early-stage medicine development.

Drawing on expertise from UCL Global Business School for Health and the UCL School of Pharmacy, this work integrates pharmaceuticals, sensory science, and data-informed healthcare innovation.

Central to this approach is Gustoceutics™, a data-driven taste assessment platform utilising advanced biosensor (electronic tongue) technology. This enables objective and reproducible measurement of bitterness and other taste modalities, supporting evidence-based formulation decisions.

Outcomes and Wider Societal Impact

This approach has been applied in more than 20 industry projects, delivering:

- Quantitative taste profiling and benchmarking
- Evidence-based guidance on taste masking and formulation optimisation
- Early input into clinical development and regulatory strategy

It has supported knowledge transfer to industry R&D teams, helping build capability in patient-centred medicine development.

By making oral medicines more acceptable to patients, this approach could improve adherence and outcomes, especially for children, older adults and those with sensory sensitivities, while reducing avoidable healthcare use and enabling earlier risk identification for industry.



Image: Dr Hend Abdelhakim and Professor Duncan Craig



Advancing Women's Health Across the Life Course



Dr Marzena Nieroda, UCL Global Business School for Health (UCL GBSH)

Bhavna Malkani, UCL Innovation & Enterprise (UCL I&E)

Dr Abdul Seckam, Healthcare Business Solutions UK (HBSUK)

Dr Orlanda Allen, HCA Healthcare UK

Problem

Women's health is complex and often poorly understood. In part because medical knowledge and research have historically been shaped around male biology. Consequently, women's experiences are often addressed through fragmented services, condition-specific responses, and disconnected technologies that fail to reflect needs across the life course. Women are left to navigate gaps between clinical care, lifestyle advice, workplace realities, social support, and wider healthcare systems.

Activities

Between 2024 and 2026, UCL GBSH led a programme on women's health involving over 200 stakeholders. This was funded and supported by UCL Innovation & Enterprise (UCL I&E), HCA Healthcare UK and HBSUK.

Initial research identified women's support needs across the menopausal transition and wider life course. The team gathered stakeholders from academia, healthcare, industry and civil society. Together, these needs were translated into a shared dialogue and collaborative solutions. Workplaces, as practical settings for better recognising and supporting women's health, were also examined. The programme was extended to the future of women's health technology.

Outcomes and Wider Societal Impact

The programme delivered 7 publications and 6 stakeholder events with 200+ attendees. With over £70,000 in follow-on funding, this evidenced knowledge generation and capacity-building for sustained collaboration. This supported changes in how women's health is understood and addressed, across healthcare, workplaces, and innovation ecosystems.

“We recognise women's health as a critical NHS workforce sustainability issue. Women make up the majority of the healthcare workforce, yet gaps in support continue to drive attrition. Our work with UCL GBSH promotes greater integration between clinical care and workplace policy. We support Trusts to create inclusive environments that retain talent and protect long-term clinical capacity”.

Keith Misson (CEO, HBSUK)

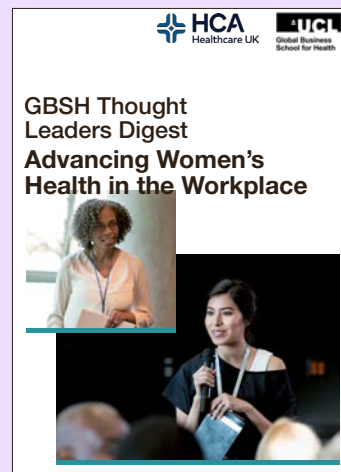


Image: White paper from a stakeholder event

From Clinician to System Leader: Redesigning Primary Care Through Data, Digital Innovation and Systems Thinking



Dr Sheikh Mateen Ellahi, GP Partner, Clinical Safety Officer, Medical Director, Elm Tree Medical Centre; UCL Global Business School for Health; Hull York Medical School; ICB Peer Ambassador; Mentor and Co supervisor of GBSH students

Problem

Primary care is under increasing strain due to rising patient demand, workforce shortages and complex care needs. Many practices operate reactively within fragmented systems. This limits timely access, workforce sustainability and service redesign. Dr Ellahi recognised that addressing these challenges required a systems-thinking approach, capable of improving operational design, digital workflows and population-level outcomes.

Activities

Drawing on knowledge and skills from UCL GBSH, Dr Ellahi applied systems, operations and digital innovation principles to transform delivery at Elm Tree Medical Centre. He introduced a data-driven access model with daily monitoring of demand, capacity and patient flow. He redesigned appointment and triage pathways, and embedded continuous improvement through audits, workflow redesign and data visualisation. Integrating technology into the practice's Electronic Health Record (EHR) system generated annual cost savings and reduced administrative burden on clinicians.

Outcomes and Wider Societal Impact

The transformation delivered operational and patient outcomes. Elm Tree Medical Centre expanded from 6,000 to over 18,500 registered patients yet sustained its 4.9 Google rating. The redesigned access and workflow model improved timeliness, reduced reactive workload and strengthened workforce sustainability. Clinicians benefited from clearer decision pathways and better workload distribution. Patients experienced faster and more appropriate routes to care.

“Studying on the UCL MBA has fundamentally changed how I see my role in healthcare. It’s taken me from thinking as an individual clinician to operating as a system leader, giving me the tools to redesign primary care through data, digital innovation, and systems thinking in a way that benefits both patients and the workforce.”

Dr Sheikh Mateen Ellahi

Image: Dr Ellahi supporting his team at Elm Tree Medical Centre



Strengthening Healthcare Leadership Through Dual-level Executive Education Partnership



Professor Nora Colton, UCL Global Business School for Health (UCL GBSH)

Laura Nyote, UCL Consultants Ltd (UCLC)

Tresa Murphy, Dr. Sulaiman Al Habib Medical Services Group

Faculty, HMG Business School (HBS)

Faculty, Healthcare Business Administration programme (HBA)

Problem

Dr Sulaiman Al Habib Medical Services Group Company is the largest healthcare provider in Saudi Arabia and the Middle East, serving more than 7.4 million patients each year with over 24,000 staff. Rapid expansion created strategic challenges, including succession planning, uneven management capability and limited opportunities for staff to develop contemporary leadership skills. These issues risked slowing organisational growth and reducing staff wellbeing, particularly in a sector experiencing increasing complexity and demand.

Activity

UCL GBSH partnered with HMG to design and deliver two executive education programmes for 125 leaders. The Healthcare Business Administration programme provided an intensive in-person three week learning experience for 25 senior executives in Riyadh and London. The HMG Business School programme delivered a fully online curriculum for 100 mid-level managers. Together, the programmes offered more than 190 hours of live teaching, group and individual coaching, and applied project work led by 20 academic

and practitioner faculty members. The approach combined tailored teaching, psychometric assessments and structured coaching to build leadership capability aligned with organisational needs.

Outcomes and Wider Societal Impact

By equipping 125 leaders with evidence-based leadership skills aligned with HMG strategic goals, the programmes support improved quality, efficiency and resilience across services. The 37 innovation and transformation projects have strengthened organisational learning and created a pipeline of ideas in areas such as patient pathways, workforce sustainability and operational improvement.

“These programmes represent a significant investment in growing our leaders from within, to continue to deliver on our vision to be the most trusted healthcare provider in medical excellence and patient experience globally.”

Faisal Abdullah Al Nassar, Chief Executive Officer, HMG



Supporting Mother's Agency Through Change



Dr Meike Schleiff, UCL Global Business School for Health (UCL GBSH)

Jannah Evans, UCL Bartlett

Problem

Women, particularly mothers and caregivers, face structural barriers in both workplaces and health systems. These inequalities are exacerbated by rapid technological and organisational change, particularly in relation to emerging AI-powered tools. Many women lack awareness, confidence in using, or access to these technologies. Care responsibilities, and economic pressures create an urgent need for support mechanisms that enhance particularly mother's agency, wellbeing, and professional digital sustainability.

Activities

The Mothers' Futures Studio (MFS) is a translational, capacity building initiative designed to address these challenges and support working mothers navigating change. Drawing on research insights and human centred approaches to technology, MFS provides workshops where participants engage with digital and AI tools and share experiences and ideas in a supportive peer environment. The initiative is supported through stakeholder collaborations including The Bartlett, University of East London Baby Development Lab, Newham Chamber of Commerce's Women in Business Network, and the international networks Women in Global Health and University of Namibia.

The Outcome and Wider Societal Impact

MFS strengthens mother's confidence, technical skills and peer networks. This enables them to actively shape their professional futures. The initiative lays the groundwork for scalable, evidence-based models that can influence organisational practice and support global efforts to reduce gendered inequities in the future of work.

“We often focus on how AI offers opportunities for automation, innovation, and elimination, but there is a fourth dimension highlighted through Mothers' Futures Studio: reflection. For students navigating academia and balancing research with care responsibilities, AI can be a lens through which we examine our practice, critical thinking, and how we serve our fields and ourselves.”

Jannah Evans, Doctoral Student, UCL Bartlett



MFS acknowledges seed funding support from UCL Grand Challenges x ChangeMakers, the UCL Entrepreneurship Community of Practice, and UCL East as well as encouragement and guidance from Professor Anne Preston, Dr Preethi John, Leah Clarke, and Sarah Hawkins.

Healthcare Executive Programme Equips Leaders for Health System Transformation



Faculty, UCL Global Business School
for Health (UCL GBSH)

Problem

Healthcare systems face increasing complexity. Leaders are expected to manage uncertainty, adopt digital technologies and deliver evidence-based transformation. Senior professionals often lack structured opportunities to develop the strategic, operational and innovation skills required to guide large scale change. This skills gap constrains organisational capability, limits effective use of emerging technologies and weakens efforts to improve patient pathways and workforce resilience.

Activity

The Healthcare Executive Programme (HEP) was created by GBSH as an intensive eight-month executive development initiative. It combines on-campus teaching and live online learning on healthcare strategy, leadership, digital innovation, AI and data integration, decision making, operations, policy and financial strategy. The programme is delivered by UCL academics and industry specialists to provide applied and future focused learning. The first cohort of experienced clinical and non-clinical leaders from across the UK, Europe, Middle East and the USA engaged with strategic case studies, design thinking, and applied learning modules. Feedback informed enhancements for the next delivery cycle in 2026 as a six-month hybrid offering greater focus on executive governance and leading transformation during challenging conditions.

Outcomes and wider societal impact

Participants reported stronger strategic thinking, improved leadership capability and greater confidence in leading digital transformation. They highlighted the value of the programme in providing clarity, context and practical approaches to innovation. Individuals described the experience as transformative and supportive of more effective career and leadership planning. By building strategic and digital capability among senior healthcare leaders, the programme supports improved patient pathways, contributes to workforce sustainability and strengthens system level innovation.

“The Healthcare Executive Programme has been instrumental in providing a thorough understanding of international health systems, in terms of both transformation priorities and technological innovation. This framework has helped me in refining the positioning of The Zebra Club, a healthtech platform to support patients with hypermobility-related conditions, which I cofounded. Our solution complements the interventions of the healthcare systems (e.g., the NHS in the UK), and the ability to anticipate future changes is critical. In this respect, the HEP programme has been invaluable.”
Ilario Di Bon, Managing Partner, Create Growth Partners

Designed By Us: Autistic Students Co-Designing a Theory of Change Map for Digital Support in Higher Education



Dr. Susanne Gaube, UCL Global Business School for Health (UCL GBSH)

Dr. Brian Irvine, Psychology & Human Development, Centre for Research in Autism and Education (CRAE), UCL Institute of Education

Mengning Pan, UCL Global Business School for Health (UCL GBSH)

Jessica Spiegler, Department of Clinical, Educational and Health Psychology

Problem

Digital systems used for learning, assessment, timetabling and communication can create barriers for autistic students. Cluttered interfaces, inconsistent navigation and unclear expectations increase cognitive load. This reduces access to support, impacts wellbeing, confidence and autonomy. The project examined how institutional digital design contributes to these challenges and how student-centred insights can support more inclusive system development.

Activities

Supported by a UCL Grand Challenge Mental Health & Wellbeing Catalyst Grant, UCL GBSH and CRAE led a co-design process to develop a Theory of Change map identifying key digital barriers and feasible institutional actions. The team conducted 11 interviews with first-year autistic students and a longitudinal diary study with 15 autistic students, generating 128 diary entries and 14 follow-up interviews.

Insights to date have informed practical outputs: a university-facing guide for accessible digital environments and a

student-facing guide to support navigation of digital platforms. Findings will be shared at INSAR 2026, UCL Mental Health Awareness Week 2026 and on an invited panel at FESR 2026.

Stakeholder interviews are ongoing, and future workshops will bring together autistic and non-autistic students, academics and professional services staff.

Outcomes and Wider Societal Impact

The project strengthened understanding of digital accessibility as a wellbeing and organisational issue, informing early changes in communication, workflow design and procurement discussions across digital learning and student experience teams. The Theory of Change provides a scalable framework for reducing cognitive load and improving clarity across digital ecosystems. This benefits autistic students and others experiencing anxiety, executive function challenges or digital overwhelm. By embedding lived experience into system-level design, the project supports more inclusive and equitable digital environments across higher education.

“We adopt participatory methods that share decision-making power with stakeholders throughout the research process. This approach helps ensure that the solutions developed are rooted in the needs, priorities and perspectives of the neurodivergent community, while also being actionable for all relevant stakeholders.”

Dr. Susanne Gaube and Mengning Pan
UCL GBSH

Delivering Culturally Integrated Healthcare in Indigenous Amazon Communities



Dania Posso H, MD, MSc – Preventive Health Physician & Health Researcher, YAUTO SAS; President, GBSH Alumni Association

Natalia Urdinola, BSc – Community Development Manager, YAUTO SAS

Cecilia Arroyave Gómez, MD – Consultant Obstetrician & Gynaecologist, Liga Contra el Cáncer – Bogotá

Problem

Indigenous Amazon communities face persistent health inequalities driven by extreme geographic isolation, limited resources and the absence of culturally adapted healthcare services. These barriers leave preventable conditions undetected and contribute to widening disparities in access and outcomes, particularly in regions shaped by complex sociopolitical conditions and changing lifestyle patterns.

Activities

After completing her MSc at UCL Global Business School for Health in 2024, Dania Posso developed strong capabilities in systems thinking, interdisciplinary collaboration and health innovation, alongside contributions to women's health research. Following graduation, she continued as a Research Assistant at GBSH, applying these approaches in research and policy-relevant contexts.

Building on this training, Dania applied GBSH-developed perspectives to community-led health system design in the Colombian Amazon through her work with YAUTO and the REDD+ framework. Carbon-credit revenues were channelled into locally prioritised healthcare. A six-week multidisciplinary medical brigade delivered 250 clinical consultations, 600 diagnostic tests, and 60 cervical screenings with

same-day treatment, while 10 Indigenous Health Agents were trained to integrate clinical and ancestral practices across 10 Indigenous communities. She continues this work with YAUTO while also serving as President of the GBSH Alumni Association and undertaking a part-time Master's in Clinical Medicine in Spain.

Outcomes and Wider Societal Impact

The programme expanded access to essential healthcare in previously unreachable communities, delivering a meaningful contribution to improved wellbeing and health equity. Integrating ancestral knowledge with clinical care strengthened trust, increased service uptake and enhanced local capacity.

“This work reflects how the perspectives developed at GBSH can translate into real-world impact. By combining systems thinking with community-led approaches, we were able to co-create solutions that respect local knowledge while expanding access to care in some of the most underserved settings.”

Dania Posso



Image: Dania Posso supporting Indigenous Amazon Communities

Driving Climate–Health Innovation in Asia–Pacific



Dr Chitsanupong Ratarat – MSc Digital Health & Entrepreneurship, UCL GBSH

Oranich Vera-Archakul – MSc Biotech & Pharmaceutical Management, UCL GBSH

With Dr Zyneelia Husain and Dr Bayarbaatar Bold, co-founders of Lung Guardian

Developed through the SingHealth Duke–NUS Global Health Institute Asia–Pacific Hackathon and the SDGHI Global Health Innovation Fellowship 2025

Problem

Air pollution is a major health threat across the Asia–Pacific region, driving rising rates of asthma, chronic respiratory disease and premature mortality. Yet environmental risks remain poorly integrated into day-to-day health decisions, and individuals lack real-time, personalised data to manage exposure proactively. This systems gap limits opportunities for early intervention and preventive respiratory care.

Activities

While at UCL GBSH, Dr Ratarat and Oranich collaborated with partners in Malaysia and Mongolia to develop Lung Guardian, an early-stage MVP combining a portable PM2.5 sensor with a mobile app offering personalised pollution–exposure insights. Drawing on GBSH training in digital health, innovation and strategy, the team shaped clinical, technical and commercial elements of the solution.

The prototype has undergone early testing with 20–30 users, generating initial datasets for refinement. Selected as a finalist among 16 teams from 13 countries, the team advanced into the SDGHI Fellowship,

securing SGD 25,000 in programme support and engagement with 10+ partner organisations, including Microsoft and UNDP.

The Outcome and Wider Societal Impact

Lung Guardian delivers a meaningful contribution to preventive respiratory care by making invisible climate-related risks visible and actionable. Early users show increased awareness of exposure patterns, with pilots planned for up to 100 participants and a first deployment target of 1,000 devices. With an estimated potential user base of 50,000+ asthma patients across Thailand, Malaysia and Mongolia (at 1% adoption), the innovation has significant regional scaling potential.

“UCL taught me to build, test, and pitch ideas in real-world settings. Lung Guardian is that training applied to a real health challenge.”

Dr Chitsanupong Ratarat and Oranich Vera-Archakul



Image: The Lung Guardian team during the Asia–Pacific Global Health Innovation Hackathon 2025

GBSH Ecosystem and Enablers

External Advisory Board

The External Advisory Board brings together senior leaders from industry, government and academia to provide strategic advice, external perspective and sector insight. Working in consultation with the Senior Management Team, the Board supports the direction, development and wider impact of UCL Global Business School for Health.

Current Members

- **Professor Ian Abbs (Chair)** – Former Chief Executive Officer, Guy's and St Thomas' NHS Foundation Trust
- **Dr Emad Al Thukair** – Global Chief Executive Officer, InterHealth Canada Ltd.
- **Martin Blake** – Chairman and Founder, iHelm
- **Ann Cole** – Head of Government Affairs and Market Access UK, Baxter Healthcare Ltd
- **Dr Vanessa Dekou** – Managing Director, Clinical Services International (CSI)
- **Eva McLellan** – Vice President, Global Commercialisation Strategy, Roche
- **Chris Outram** – Chairman Emeritus, OC&C Strategy Consultants
- **Dr David Walcott** – Managing Director and Founder, Novamed

Former Members who Completed their Term

- **Ruth Kennedy**, Managing Director, Kennedy Dundas (former Chair)
- **Hari Kumar**, Chairman of The Board at Kinarus AG
- **Simon Hammett**, Business Consultant, Executive Mentor and Trustee
- **Jit Saini**, Senior Vice President, Head of Medical Affairs EMEA, Merck KGaA
- **Graham Hart**, Professor and Director of UCL Health of the Public
- **Soroosh Shambayati**, Co-founder, AIBEAM Labs, Conant Advisory Group
- **Ali Parsa**, Healthcare Entrepreneur, Founder of Quadrivia, Babylon and Circle

MBA and Executive MBA Advisory Board

The MBA and Executive MBA Advisory Board is composed of senior leaders from industry, government, and academia who provide high-level strategic advice and guidance for the MBA programmes.

Current Members

- **Nasser Fares Massoud (Chair)** – Founder and Managing Director, Concept Realisation
- **Dr Jim Campbell** – Director, Health Workforce, World Health Organization
- **Dr Sheikh Mateen Ellahi** – GP Partner, Elm Tree Medical Centre
- **Dr Dimitrios Kalogeropoulos** – Chief Executive Officer, Global Health & Digital Innovation Foundation
- **Nathan Nagel** – Chief Executive Officer, Global Muslim Weight Management Group Ltd
- **Dr Amar Shah** – National Clinical Director for Improvement (England) and Chief Quality Officer, East London NHS Foundation Trust
- **Sara Siegel** – Global Healthcare Sector Leader, Deloitte
- **Ian Wootton** – Managing Director, Park Road Advisory Ltd
- **Annette Wright** – Programme Director, International Healthcare Management MBA, Frankfurt School of Finance and Management

MBA Health and Executive MBA Health Consultancy Project Partners

Industry partners are central to the MBA and Executive MBA Health consultancy experience, supporting live projects that connect academic learning with real-world organisational challenges and deliver value for both students and partner organisations.

- Barts Health NHS Trust
- Bupa
- Candesic
- CheckUp Health
- Conscium
- ELM Tree Surgery
- Eyes on the Future
- Global Muslim Weight Management Group Ltd.
- Global Policy Network
- HCA Healthcare UK
- International SOS
- IQVIA
- Knok Healthcare
- Lagos University Teaching Hospital / KAAF Specialist Hospital, University of Lagos
- Leeds Teaching Hospitals NHS Trust
- Ministry of Defence
- Modality
- NEOM
- NeurospeechAI
- Novo Nordisk
- PATH
- Primary Care Workforce Academy
- Reset Health
- Saudi Commission for Health Specialties
- Sarepta Therapeutics
- Save the Children
- STERIS Healthcare
- TACT
- Tandem
- The Royal Marsden NHS Foundation Trust
- Turning Point
- Unilever
- University College London
- University College London Hospitals NHS Foundation Trust
- Veranex
- West Hertfordshire NHS Trust
- Wirral University Teaching Hospitals NHS Foundation Trust / Wirral Community Health and Care NHS Foundation Trust
- Wonder Information Co Ltd

Health Executives in Residence

As leaders in their fields, our Health Executives in Residence (HEIRs) ensure GBSH reflects the realities of health leadership and transformation. Through engagement with students, they bring real-world insight, challenge thinking, and help shape aspirations and career pathways.

- **Michael Allen** – Partner and Head of Health & Human Services, KPMG
- **Dr Dominique Allwood** – Chief Executive, Imperial College Health Partners
- **Minal Bakhai** – National Director of Primary Care and Community Transformation and Improvement, NHS
- **Danny Bosch** – Director of Business Development, South London and Maudsley NHS Foundation Trust
- **Dr Jonathan Broomberg** – Group Deputy CEO, Vitality
- **Silvia Cerolini** – Head of Innovation Specialty Care, Sanofi
- **Thian Chew** – Chairman and CEO, Invion Group
- **Omar Din** – CEO and Executive Partner, Bourne Health; Executive Chairman & Founder, 31 G
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Reflection and Forward Outlook

As we mark UCL's bicentenary and the fifth anniversary of UCL Global Business School for Health, this report is a reflection on progress and a statement of intent.

GBSH was founded on the belief that improving health systems requires stronger leadership, better management and closer integration across disciplines. This report reflects the progress made through that founding mission, demonstrating how we combine expertise from business, policy, clinical practice, data, technology and research, to drive innovation and transform health systems.

GBSH is working to advance societal impact, interdisciplinarity and innovation with real-world application. We continue to learn with the students, partners, faculty and wider stakeholders who shape our work, while

strengthening how we evidence, deliver and extend impact through collaboration.

Looking ahead, we will strengthen our partnerships, expand our impact, and advance GBSH as a platform for innovation, leadership and system transformation.

We invite continued collaboration and new partnerships to shape the future of health systems.



Dr Marzena Nieroda

Deputy Director, Partnerships & Enterprise, UCL Global Business School for Health

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