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Invictus Games Foundation Conversation Webinar: Sharing the Invictus Spirit -13 May 2020 Executive Summary

On Wednesday, 13 May 2020 the Invictus Games Foundation conducted an inaugural webinar in its Conversation series entitled 'Sharing the Invictus Spirit'. Originally this event was planned to be held immediately prior to the start of the Invictus Games The Hague during the period 9-16 May 2020 which had to be postponed and rescheduled to take place in 2021 due to the Covid-19 pandemic. As a result, the event was switched to be online in the format of a webinar. In part, the intent was to mark the period when the Invictus Games would have taken place in May 2020 and to recognise the firm commitment of the competitors and their family and friends and, in part, it was designed to maintain the momentum until the rescheduled Invictus Games in The Hague in 2021.

The Invictus Games Foundation is indebted to the invaluable support provided by **Ascot Rehab**, the **Fisher House Foundation** and **ISPS Handa** in enabling the Conversation. It is also delighted that the webinar was attended by circa 275 people drawn from across the international community including the 20 Participating Nations of the Invictus Games.

The aim of the IGF Conversation was to address, across an international audience, relevant issues in the recovery and rehabilitation of Wounded, Injured and sick (WIS) Service personnel and veterans in order to share best practice and assist in building an enduring, future impact from the continuing evolution of the Invictus Games.

The key themes of the Invictus Games Foundation Conversation were:

1. Continuing to bring the Invictus Community together during the Covid-19 pandemic. which was achieved.
2. Considering how best to record and articulate the Impact and genuine effect delivered by the Invictus Games so that ongoing support can be secured, both moral and financial.
3. Recognising the importance and value of Resilience in contemporary society, especially during the Covid-19 pandemic, including enabling WIS personnel to regain and retain a 'sense of purpose' and the central role of family and friends in the path to recovery and rehabilitation.

A copy of the programme and biographies for the speakers and panelists is included towards the end of this Executive Summary. The accompanying slides and videos will also be made available by the Invictus Games Foundation.

Summary of Presentations and Panel Discussions

Session One – Bringing the Invictus Community Together during the Covid-19 Pandemic

This was achieved by a series of video messages and updates from the Participating Nations including their ongoing training and preparations.

Session Two – Recording and Demonstrating the Impact of the Invictus Games

Lessons and Best Practice of Invictus Games on Competitors' Recovery and Rehabilitation

Sport has been identified as a valuable component of recovery for service members and veterans with physical and mental illnesses and injuries. However, key knowledge gaps remain, in particular how to deliver sport recovery programming so as to promote optimal physical, psychological, and social well-being. **Blair Evans, PhD** presenting on behalf of **Celina Shirazipour, PhD**, highlighted some of the preliminary lessons and best practices that are beginning to emerge from the Invictus Games Foundation research, funded by Forces in Mind Trust. In particular, he identified strategies around three crucial elements of quality parasport participation: (a) Belonging (e.g. promoting sports with team interaction, supporting opportunities for virtual or in-person interaction between training camps, and connecting families); (b) Mastery (e.g. spending time in training camp promoting psychosocial skills for recovery, and highlighting the Invictus Games as a journey that continues after the Games); and (c) Meaning (e.g. finding opportunities for former competitors to give back as coaches or mentors). The presentation also highlighted the importance of considering those individuals who are not selected for the Invictus Games and providing them with alternate opportunities. These opportunities might include training with the teams, participating in other programmes such as the growing Invictus community in virtual esports or those supporting family and friends depending on the budgets available.

Enduring Impact of the Invictus Games Sydney 2018

Ben Rahilly OAM provided an overview of the legacy, initiatives and outcomes of the Invictus Games Sydney 2018. He noted the opportunity of the profile which the Games provides to promote broader social change beyond the direct benefit to the participants. However, achieving the full benefit requires longitudinal planning and the opportunity is easily missed as local organisation committees understandably focus on delivering the sporting event. This also requires the full and early engagement of the key sectors of Government, Corporate and Charities. A key outcome from the Games in Sydney has been the creation of the organisation, Veterans' Sports Australia (VSA), which in close collaboration with the Australian Defence Force, has implemented an integrated network with seventy (70) sports clubs in Australia.

Panel Discussion

In the ensuing discussion, the well-recognised risk of a post-Games slump for competitors was again noted. This could be overcome by making participation in the Invictus Games a key milestone on the road to recovery and rehabilitation in which competitors and WIS personnel set and achieved their own personal goals to develop as human beings. The intent is for the Invictus Games to be viewed as an overall beacon for an active and healthy lifestyle. In addition, a key part of any Legacy Programme should be the intent to create a vibrant and tangible veteran community drawing on peer to peer support to encourage the active and regular engagement in sports. Of note, increasingly this engagement could be through virtual and esports which the Invictus Games Foundation is developing as an important priority both to maintain the momentum before the rescheduled Games in The Hague in 2021 and also as part of the overall evolution of the Invictus Games.

In addition, it was outlined that sport should be a spur to wider recovery for WIS personnel and lead to other outcomes such as personal development through, for example, gaining coaching qualifications and ultimately regaining a sense of purpose.

It was noted that for many the process of recovery and rehabilitation will be continually ongoing as individuals evolve and learn to adapt to whatever circumstances they are faced with as part of their personal journeys.

Session Three – The Role of Resilience in Regaining a Sense of Purpose

The Value and Importance of Resilience in the 21st Century

Understanding the value and nature of human resilience is more important than ever as we face unprecedented challenges in the 21st Century. **Dr. Mollie Marti**, CEO of the non-profit Worldmaker International and founder of the National Resilience Institute (US) shared the THRIVE Resilience Model™ she developed as a framework for understanding the key factors that create an environment that supports people in preparing for, adapting to and growing through adversity. She encouraged participants to be mindful as they wrote their personal story of resilience, suggesting important storylines of understanding and meeting our basic human needs, embracing a sense of mattering and care, and going beyond grit to prioritise relationships and resources. Through illness, injury, trauma, a global pandemic or beyond, we each will face experiences that will test and perhaps overwhelm us. With resources and support, we can adapt and even grow through these trials. We need each other to survive and we thrive together.

The Experience, Contribution and Aspirations of Family and Friends

“Because a Family’s Love is Good Medicine”

Tish Stropes outlined that the experience, contribution and aspirations of family and friends within the wounded, injured and sick community are immensely significant and critical to the healing process. When a military family’s life is turned upside down, the healing process can last for months, years or a lifetime. Fisher House Foundation builds comfort homes where military & veteran’s families can stay free of charge, while a loved one is in the hospital. This act of compassion and kindness is provided because Fisher House believes, “A family’s love is good medicine.” By removing burdens and taking care of a family’s basic needs, Fisher House enables the family to focus on their loved one’s healing. As families collectively heal, leave the hospital and begin to create a new normal, their journey does not come to an end. In many cases the journey is harder. Therefore, the continued support at this point in the healing is just as important as in the early days. By creating family programmes, and integrating families into the continued healing process, families feel loved and supported when they are most vulnerable, overwhelmed and in need. Our wounded, injured and sick are looking to move forward, to heal and to continue on their journey with their families, and so the family programmes they create make this possible.

Fostering a Life Worth Living

Colonel Matthew Amidon, George W. Bush Institute’s Military Service Initiative Director, shared insights on how veteran serving peer-to-peer organisations play a vital role in empowering veterans and their families to continue leading in their communities and nations once they have hung up their uniform.

These insights were founded from the Bush Institute’s Team 43 alumni network, a nationwide alumni program providing leadership and skills training to the warriors who have ridden in the W100K and played in the Warrior Open Golf Tournament. Time and again, Team 43 warriors say their participation in either sporting event was life-changing and a true catalyst for improving their health and well-being.

These individuals work together, help each other, recognise they are not alone, and re-affirm the teamwork they learned in the military is the same teamwork to sustain them in the civilian world.

This was highlighted in the story of 'Team 43' member Major Chris Turner, twice painted by President George W. Bush in Portraits of Courage. Chris never publicly shared his battle with the invisible wounds of war, but during the 2015 Warrior Open, among the Team 43 family, Chris opened up about his sacrifice, struggles, and recovery. Of this experience Chris said, "I now have the ability to openly communicate without fear or stigma – I am trying to eliminate that stigma from within the ranks while still on active duty, and look for opportunities to share my story and encourage those afraid of seeking help."

Additionally, the Bush Institute recognized that peer-to-peer networks and health care providers were working in silos— impacting veteran transition and empowerment to lead in their communities. So, the Warrior Wellness Alliance was created. Through this programming, peer-to-peer veteran networks are linked with care providers so that more warriors receive effective clinical care for the invisible wounds of war. This collaboration resides in these organisations to generate solutions and break down the barriers to care.

Important elements to enable this support include:

- A deliberate connection resource to ease burden on those seeking care.
- The establishment of common data elements to best know our core customer.
- Targeted outreach to reach the right peers.
- A framework and definition of high-quality care as it applies to post-traumatic stress.

As we fight together, recover together, and lead together, the opportunity to collaborate and share best practices will accelerate the efforts of helping our veterans thrive and lead their communities and nations.

Panel Discussion

In the second and final panel discussion in which the speakers were joined by **Stewart Sharman**, **Professor Colonel Eric Vermetten** and **Professor Air Commodore Rich Withnall** as well as **Dominic Reid**, a number of key themes were further reinforced:

- First the need to see the Invictus Games only as an important milestone on the personal journey of the WIS personnel and their family and friends, and that there should be an equal focus on the pre-Games programmes as well as the Beyond the Games activities and the events between the Invictus Games as they become established on a biennial cycle.
- Next was the emphasis on the sense of community which existed on a number of levels;
 - Amongst competitors and the WIS personnel.
 - Within family and friends.
- Central to this community is the importance of peer to peer support:
 - There was a real sense of peers being bonded by a common sense of commitment and service which remained on each stage of individuals' journey including in regaining a sense of purpose through personal development, retraining and finding employment.
 - This could also consist of peers looking out for each other and connecting people who needed help with the appropriate mental health pathways.

- An important development might see peers being qualified in mental health and well-being.
- Equally while the peer to peer network was critical it should not be in place of properly resourced clinical support in mental and physical health, where required.
- Overall it was noted that the Invictus Games had started as an event but was evolving into something much more built around a tangible and multi-layered Invictus community which should be as open and welcoming as possible.

Summary

In summarising the webinar and Invictus Games Foundation Conversation, a number of key themes had emerged central to the 'Invictus Spirit' that:

- The Invictus Games represented a key milestone on the path to individual recovery and rehabilitation. Increasing emphasis should be given to the pre and also Beyond the Games programmes and activities. There should also be a clear focus on those who are not selected for the Teams to attend the Invictus Games in order to provide them with similar, challenging and rewarding opportunities.
- People and the human element should always be foremost. As part of this, individuals should be pro-active and take control in order to thrive rather than opportunities to be presented to them. Peer to Peer support would be central and encompassed in the mantra of 'Survive Together, Thrive Together'.
- The role of family and friends would always be central in dealing with the 'unimaginable' and events that were not meant to happen. The family would always be central to any healing process, which would also best be achieved as a family. This would best be undertaken as a journey together, in which the family would learn to adapt to and thrive in the 'new normal'.
- The role of the community would be key in the creation of vibrant and robust communications as well as breaking down barriers. The Invictus Games Foundations WIS Community Noticeboard Application could play a central role in achieving this in the future and in building a tangible Invictus community across a range of nations.
- Finally, building a lasting Legacy or being able to demonstrate Future Impact should drive everything. This required early and continual planning. It would be central to the overall goal of 'Sharing the Invictus Spirit' and building the inherent awareness and understanding of the WIS's immense contribution in each of the Participating Nations.

Way Ahead

In closing, it was noted that this webinar would be the first in the Invictus Games Foundation Conversation series with the next iteration being planned in the Autumn of 2020 and for which details would be published on the Invictus Games Foundations' website.

Programme

REALISING AND SHARING THE INVICTUS SPIRIT

Welcoming Speakers

Dominic Reid, CEO of Invictus Games Foundation

The Duke of Sussex, Patron of the Invictus Games Foundation

Tony Abbott, former Prime Minister of Australia, and Patron of ISPS Handa

Ank Bijleveld - Schouten, Minister of Defence of the Netherlands

Mart de Kruif, Chair of Invictus Games The Hague 2020



REALISING AND SHARING THE INVICTUS SPIRIT

14.00 Welcome and opening comments

Session One

Messages & updates from Invictus Games Participating Nations

Session Two

How can we best record and demonstrate the impact and legacy of the Invictus Games?

Lessons and Best Practice, **Dr Blair Evans**

Impact of legacy Programme from the Invictus Games Sydney 2018, **Ben Rahilly**

Panel Discussion, speakers joined by **Dominic Reid**

15.15 BREAK

Session Three

How do we best recognise and articulate the importance of resilience in enabling WIS personnel to regain a sense of purpose?

Value and importance of resilience in 21st Century, **Dr Mollie Marti**

Experience, contribution, and aspirations of family and friends, **Tish Stropes**

Fostering a life worth living, **Matthew Amidon**

Panel Discussion, speakers joined by **Stewart Sharman, Professor Vermetten & Professor Withnall**

16.25 Conclusions and closing remarks



Speakers and Biographies



David Richmond, CBE MA Hon DUiv (Bucks)

David Richmond served in the Army for 26 years deploying on operations to NI, Iraq in 1991 (Op GRANBY), Bosnia, Iraq (Op TELIC) and Afghanistan. He commanded The Argylls, 5 SCOTS during Op HERRICK 8 in Afghanistan and was seriously wounded during a Battle Group operation near Musa Qaleh in June 2008.

David underwent four years of reconstruction surgery and rehabilitation during which he advised Help for Heroes and the UK MOD on the creation and development of their recovery services. He was medically discharged in April 2012 and joined Help for Heroes as their first Director of Recovery.

In this role David was responsible for all the charity's work with beneficiaries and specifically for developing the vision for their service delivery arm and turning it into an operational reality. The service has now supported over 20,000 wounded, injured and sick servicemen, veterans and families. He was a Partnership Board Member of the UK Invictus Games team for the first three games, UK Team Director and Chairman of Selectors. He was also a member of the Defence Recovery Board, responsible for providing strategic direction to the UK Defence Recovery Capability.

Separately, David sat on Lord Boyce's Review of the Armed Forces Compensation Scheme (AFCS), was a member of the Independent Medical Advisory Group of the AFCS and a member of the Kings College for Military Health Research Advisory Board. He also founded and, until September 2018, chaired the Contact Group, which brings together the military charities engaged in delivering mental health support to veterans and their families with the MOD, various parts of the NHS and others with the purpose of working collaboratively to improve the quality of support available to those suffering from mental health and/or wellbeing challenges.

David left Help for Heroes in December 2017 and developed a portfolio of work that includes: advising other nations on creating or developing their own recovery services for wounded, injured and sick servicemen, veterans and families; advising on leadership and team development; leadership and executive coaching and mentoring; motivational speaking; and interim executive roles. He is COO of Worldmaker International which works with businesses, communities, first responders, veterans and the education establishment to help them develop resilient leadership and their collective and individual human resilience; and he is Chairman of Boccia UK, which is the National Governing Body for the Paralympic sport of Boccia. In October 2019 David was appointed as the first Director of the Office of Veterans' Affairs in the Cabinet Office, responsible for delivering the UK government's vision of making the UK the best country in the world to be a veteran.



Dominic Reid OBE

Chief Executive, Invictus Games Foundation

Dominic was responsible for the operational delivery of the inaugural Invictus Games in London 2014. A former army officer and architect he has worked on major events since being appointed Pageantmaster of the Lord Mayor's Show in 1992. He was Executive Director of the Oxford & Cambridge Boat Race, Director of the Royal Society's 350th Anniversary Programme and worked on The Queen's Golden Jubilee.



Lt General Mart de Kruif

Chairman, Invictus Games The Hague 2020

Mart de Kruif is a former soldier and was lieutenant general in the Royal Netherlands Army. From October 2011 to March 2016 he was commanding officer land forces. He wrote a book about the year that he was in charge of 45,000 NATO soldiers in South Afghanistan. While the Taliban fired rockets upon the military base, he took decisions about life and death.



Dr M. Blair Evans

Assistant Professor, Pennsylvania State University

Dr. M. Blair Evans studies the psychology of physical activity as an Assistant Professor in the Kinesiology Department at Penn State University. Prior to Penn State, he studied at several institutions in Canada – including Queen’s University and Wilfrid Laurier University. Based on the observation that groups and social interactions are inherent to everyday life, he examines how our relationships with other people influence our wellbeing and health behaviors. A key topic for

Dr. Evans and his collaborators involves studying how the quality of physical activity experiences for people with disabilities is shaped by the social environment in their Parasport programs.



Ben Rahilly OAM

Chief Operating Officer, Invictus Games Sydney 2018

Ben is a former Naval Officer who has worked for Deloitte since 2012. In 2014 he and injured Wallaby Captain Stephen Moore conceived of the idea to bring the Invictus Games to Australia and worked on the Games from feasibility before being seconded as the Chief Operating Officer. He is currently seconded to Deloitte UK where he supports the delivery of infrastructure and capital

programmes.



Mollie Marti, PhD, JD

CEO National Resilience Institute and Co-Founder and CEO of Worldmaker International

Both an attorney and social psychologist, Mollie Marti trains and consults internationally to help pioneer the fields of trauma recovery, workplace mental health, Veteran support, and school-based resilience. Her work identifies the most important factors that drive group norms of hope, help seeking, resilience, and wholeness. Importantly, her perspectives go beyond individual traits to

build environments that nurture healing connections between people and their communities, workplaces, and schools.

Dr. Marti is the founder and CEO of the National Resilience Institute, a nonprofit organization that equips helpers with trauma informed tools to grow resilience. In her role as CEO, she has directed five international Resilience Summits and an International Resilience Symposium. As host of the Resiliency Matters TV show, Dr. Marti provides self-care and resilience education directly to over 250,000 households. Her influence flows from her authentic belief in the potential of each person to make a meaningful contribution, her passion for educating others, and her proven ability to adapt research into simple, effective applications, such as the THRIVE Resilience Model.™

An inaugural member of the Department of Homeland Security's Psychosocial Disaster Resilience Group, Dr. Marti has provided training for organizations like the U.S. Substance Abuse and Mental Health Services Administration, the National Association of School Psychologists, and the American Psychological Association. In addition to numerous journal articles, her books have been translated into eight languages. Prior to her nonprofit executive work, she served as the Associate Director of the Iowa Social Science Institute, taught as an adjunct professor of psychology at the University of Iowa, and garnered over a decade of experience coaching elite business and athletic performers, including world and Olympic competitors.



Tish Stropes

Vice President of Strategic Initiatives, Fisher House Foundation

Tish Stropes is the Vice President of Strategic Initiatives for Fisher House Foundation. Fisher House Foundation is best known for a network of comfort homes where military and veterans' families can stay at no cost while a loved one is receiving medical treatment. Tish is responsible for Fisher House's involvement and sponsorship of the Invictus Games. Additionally, she oversees the Hero Programs. These programs help keep families connected during the healing process. They include Hero Miles, which use donated frequent flyer miles to bring family members to the bedside of injured service members, and Hotels for Heroes, that redeems donated hotel points to allow family members to stay at hotels near medical centers when a Fisher House is not available. Finally, her portfolio includes developing and sustaining long-term partnerships with organizations that support the mission and vision of Fisher House.

Tish graduated from Florida State University with degrees in Political Science and International Affairs. She went on to earn a Master of Science in Educational Leadership, and also received her teaching certification. Prior Washington DC employment included working with the White House and the Department of State. As an Air Force spouse, Tish taught at the Department of Defense Dependent Schools in Japan. In addition to Japan, Tish and her family have lived in Australia, California, Florida, Alabama and Minnesota.



Matthew Amidon

Director, Military Service Initiative George W Bush Presidential Center

Colonel Matthew F. Amidon, USMCR, is the Director of the Military Service Initiative at the George W. Bush Institute. Colonel Amidon leads the day to day efforts of the Military Service Initiative and the team leading our policy and programmatic work on veteran transition.

Colonel Amidon has served in both active duty and reserve capacities since 1994. As an AV-8B Harrier pilot, he deployed in support of both Operation Enduring Freedom and Operation Iraqi Freedom, at the operational and staff level. In his current reserve capacity he serves as the Deputy Group Commander, Marine Aircraft Group 41, 4th Marine Aircraft Wing, Joint Reserve Base Fort Worth, TX.

Recently, Colonel Amidon was appointed by Senate Majority Leader Mitch McConnell to the Creating Options for Veterans' Expedited Recovery (COVER) Commission. COVER provides advice to the VA, the President, and Congress, and examines the benefits of integrative treatments for the mental health conditions of veterans. The commission will also analyze the benefits of incorporating complementary and integrative health treatments in non-government affiliated facilities.

Colonel Amidon is originally from Stowe, Vermont and is a graduate of The University of Vermont. He earned his MBA at Southern Methodist University Cox School of Business in 2009. In 2012, he attended The Eisenhower School for National Security and Resource Strategy where he earned a Master of Science. Colonel Amidon is married with three children.



Stewart Sharman MBE

Deputy Managing Director, FDM Group

Stewart Sharman MBE retired from the British Army in Dec 2013 after nearly 30 years in the Royal Signals. As the Global Head of FDM's Ex-forces initiative and Deputy MD for the UK, Stewart has overseen the setting up and running of the programme since January 2014. The Programme has recruited, trained and placed over 563 ex-services personnel (off all ranks) as FDM consultants across the FDM client base. The success of the programme is a tribute to the skills of those leaving the forces but also their attitude, commitment and desire to have meaningful second career. FDM's commitment to the ex-forces was recognised in 2017 with the Defence Relationship Management Gold Award.

Having recently taken on responsibility for FDM's ex-forces initiatives globally Stewart is looking to establish Ex-Forces Programmes across USA, Australia and Canada.

As a Trustee of Operation Christmas Box (OCB), a small charity, OCB ensures that any serviceman or woman away from their family at Christmas receives a box of small but useful and festive related items. Over 8000 boxes were delivered to those on operations across the world in December 2018.

The slightly dishevelled image of Stewart in this photo was taken after he completed the Race Across America on a bicycle - 3004 miles in 7 days, 22 hours 2 minutes raising £79,000 for BLESMA and the Wounded Warrior Project.

Outside of work Stewart is a qualified Landscape Architect, coaches a local rugby team in Wiltshire, rides horses and paints.



Professor Colonel HJM Vermetten MB, PhD

Strategic Advisor of Research at the Military Mental Health Service with the Dutch Ministry of Defense

Prof dr Col Vermetten, MD, PhD (1961), is Strategic Advisor of Research at the Military Mental Health Service with the Dutch Ministry of Defense. He holds an endowed chair in Psychiatry at the Department Psychiatry at Leiden University Medical Center. He is also professor at ARQ National Psychotrauma Research Group in the Netherlands and holds an Adjunct Professorship at the Department Psychiatry of New York University Medical Center. He is trained in the Netherlands as well as in the USA in psychiatry and neuroscience. He holds over 20 years of expertise in working with military officers and veterans in PTSD.

In his work he enjoys making meaningful connections, participating in education, and establishing collaborations that drive research and clinical care. He has published over 180 papers, over 30 book chapters and edited several books. His research is prominently visible in the field of stress, trauma, complex PTSD and neuroscience. He is interested in the history of military conflict, war and trauma, and different approaches to PTSD by combining neuroscience and clinical care with novel drugs and novel technology. Prof Vermetten is an ad hoc reviewer for numerous journals and granting agencies.

He has lectured on the topic of PTSD, resilience, military and veterans issues as well as novel approaches to therapy across the globe.



Air Commodore Rich Withnall QHS MD MA MSc MBBS FRCGP CMgr RAF
Head of Research & Clinical Innovation, UK Defence Medical Services

Air Commodore Rich Withnall joined the Royal Air Force (RAF) as a Medical Cadet in 1990 and qualified from the Royal Free Hospital School of Medicine, University of London in 1992.

He was appointed as Advisor in General Practice (RAF) in 2005, then undertook the Advanced Command & Staff Course in 2007-8, winning both the Brooke-Popham Prize for the Best Defence Research Paper and the Sir Michael Howard Prize for the Best MA student. After a tour as SO1 Med Pol in the Ministry of Defence, Rich became Deputy Director Health Services (RAF) in 2010. He was selected as the first RAF Defence Professor of General Practice & Primary Care in 2013. In 2017, he became the first primary care clinician to be appointed as the Ministry of Defence's Medical Director.

Rich has remained clinically current throughout, revalidating with a licence to practise in 2013 and 2018. An accredited GP Trainer and Appraiser Trainer, and an RCGP Examiner, Rich became a Fellow of the RCGP in 2006. He is the RCGP's International Medical Director and National Lead for the MRCGP Clinical Skills Assessment (the UK's general practice licensing examination). He is a Senior Founding Fellow of the Faculty of Medical Leadership and Management, a GP Advisor to the Foreign & Commonwealth Office, a GP Specialty Advisor to the UK Academy of Medical Royal Colleges, and Convener of the World Organisation of National Colleges, Academies and Academic Association of General Practitioners/Family Physicians (WONCA) Special Interest Group on Conflict and Catastrophe Medicine. In 2018, he was appointed Honorary Surgeon to Her Majesty the Queen.