General
The third World Heart Federation Emerging Leaders (WHFEL) think tank seminar was held on March 13-18, 2016 at the St. John’s Research Institute in Bangalore, India. The seminar was hosted by Dr. Denis Xavier and included 25 Emerging Leaders (ELs) from 18 countries (Cameroon, Canada, India, Jamaica, Kenya, Mauritius, New Zealand, Nigeria, Philippines, Poland, Romania, Russia, Rwanda, Tanzania, Uganda, Ukraine, United Kingdom, United States of America) and 13 faculty from 6 countries (Canada, India, Switzerland, United Kingdom, United States, and Uruguay). The ELs came from diverse backgrounds, including working as academicians, physicians, nurses, economists, lawyers, epidemiologists, and public health advocates. The seminar’s overarching theme was tobacco control to help achieve the WHF’s goal of reducing the risk of premature (30 to 69 years) mortality from CVD by 25% by 2025.

Emerging Leaders (ELs)
The ELs were competitively selected by the WHFEL Selection Committee with approval from the WHFEL Steering Committee in November 2015 based on their leadership, communication, absolute and relative productivity, creativity, career goals, collaboration(s) with current stakeholders (including WHF member organizations), mentors, and local institutions.

Introductory conference calls were held with the ELs on January 13th and 19th to introduce the cohort, cover pre-seminar logistics, and discuss online training modules. ELs were strongly encouraged to complete online training modules in advance of the seminar.

Seminar
The seminar included a 1:1 mix of interactive lectures and small group activities (see Appendix 1 for agenda). The small group activities built on one another from research priority setting (pre-seminar work) to developing a shared research question to culminating in three research proposals (written and oral) related to tobacco control. Groups provided feedback to one another as a form of peer review. The groups’ project titles, which were aligned with the WHF Roadmap on Tobacco and Framework Convention on Tobacco Control, were:

Financial and Technical Resources (WHO FCTC Article 6): FACTc: Financial, resource Allocations, and Cost of Tobacco Control

Smoke-Free Policies (WHO FCTC Article 8): KOMPLY: An action research project to evaluate compliance with the smoke-free law in bars and restaurants in Kampala, Uganda
Cessation Support (WHO FCTC Article 14): EMPOWER Cessation

Faculty feedback will be provided to each of the teams by March 30; responses to reviewers will be due by April 15; and final funding decisions will be made by April 30. The link between seminar activities, grant development, and seed funding (CHF$30,000 per project) increases the likelihood of success in developing sustainable, global collaborative research projects to help achieve “25 x 25” beyond typical seminars. Additional activities during the seminar included: social activities hosted at St. John’s Research Institute and a broader plenary session attended by local stakeholders and WHF members.

Seminar Feedback

Based on anonymous feedback about the think tank seminar from the ELs through an online survey, 74% rated the overall seminar experience as “excellent”, while the remaining 26% reported rated the seminar as “good”. A similar proportion (74%) rated the seminar’s relevance as “excellent”, and all (100%) rated the usefulness and quality of information presented as “excellent” or “good”. More than half (57%) ELs reported that the balance of lectures and small groups was “just right”, all others (43%) reported wanting more small group time. Figures summarizing key responses are included in Appendix 2 and demonstrate the need to expand the small group time for better proposal development in future seminars. We will seek additional feedback from faculty.

This year’s program included a special section on leadership presented by Holly Gray who served as a hybrid Emerging Leader and faculty from Bupa, one of the program’s sponsors. This topic was very well received and noted in several survey responses as an area in which the ELs would like to see additional coverage. Other new areas included: 1) partnering led by Joanna Pyres from The Partnering Initiative; 2) clear links with WHF Roadmap on Tobacco led by Alice Grainger-Gasser and Monika Arora; 3) best practices for policy and advocacy led by Jeremiah Mwangi; and 4) half-day session communication skills training led by Peggy Walters. The WHFEL program team has also received suggestions from ELs regarding additional topics and faculty to include in future seminars, which will be incorporated where feasible. The EL program also has the potential to link ELs from WHF member organizations to the WHF and its activities in a substantive, potentially sustainable, manner.

This year’s ELs were asked where they heard about the EL program. Sources include WHF faculty and staff (26%), other heart or tobacco organizations (19%), colleagues/previous EL (17%), mentors (13%), and the WHF website or email (9%). The WHFEL program will announce its 2017 dates on the WHFEL website and the WHF website. The WHFEL program team will follow a similar timeline to this past year's application cycle:

August

Announcement of Upcoming Application Cycle

September 1 – October 15

Applications Open

October 16 – November 15

Application Reviews
Next Steps

The WHFEL steering team will review the 2016 project proposals, with final decisions to the teams by April 30, 2016. Bi-annual conference calls and progress reports will be scheduled with the 2016 cohort in November 2016. Quarterly newsletters will be drafted, circulated, and posted on the WHFEL website with the help of Peggy Walters from WHF. The Operations Committee will also discuss strategies for Emerging Leader engagement beyond the seminar and resulting projects. Previous Emerging Leaders will present their projects at the World Congress of Cardiology and Cardiovascular Health in Mexico City in June 2016 where the program will also host a meeting to discuss the past, present, and future of the Emerging Leaders program.

The WHFEL program team will also focus on recruiting local, regional, and international faculty to participate in the 2017 WHEF think tank seminar in consultation with the 2017 host. The proposed host, based on her previously expressed interest and strong work with the program as an inaugural Emerging Leader, leader within her group, and member of the operations committee, is Dr. Lijing Yan from Duke Kunshan University outside of Shanghai, China. Based on discussions with World Heart Federation team members, the decision for selecting a site for the next round will need to wait until after the Mexico City meeting in June.
Appendix 2. 2016 WHF Emerging Leaders Inaugural Think Tank Seminar agenda.

World Heart Federation Emerging Leaders Think Tank Seminar Agenda
St. John’s Research Institute
Bangalore, India

Pre-seminar reading


Sunday, March 13
6:00 pm Welcome and introductions (one-minute introductions of 1/3 ELs)
Denis Xavier
St. John’s Research Institute

Dinner lecture: Halving premature global cardiovascular disease mortality
Salim Yusuf
McMaster University/World Heart Federation

Monday, March 14
Pre-reading

3. Case studies for small group discussions


8:00 – 8:15 am  Emerging Leaders program: background, context, process, & possibilities (plus one-minute introductions of 1/3 ELs)  
Jeremiah Mwangi  
World Heart Federation

Mark Huffman  
Northwestern University

8:15 – 9:00 am  Implementing the FCTC in Uruguay  
Eduardo Bianco  
Tobacco Epidemic Research Centre  
Framework Convention Alliance

9:00 – 9:45 am  Reducing cardiovascular mortality through tobacco control: The World Heart Federation Roadmap on tobacco  
Alice Grainger-Gasser  
World Heart Federation

9:45 – 10:15 am  Tea/coffee

10:15 – 11:30 am  Small group discussions: case studies on tobacco control  
The World Heart Federation Roadmap on tobacco  
Alice Grainger-Gasser  
World Heart Federation  
The purpose of this small group activity is for ELs to get to know each other and review case studies in tobacco control.

11:30 – 12:30 pm  Accomplishments, barriers and challenges ahead in tobacco control in India
Dr. Raghunandan R  
State Nodal Officer  
National Tobacco Control Programme  
Government of Karnataka

Dr. Jagannath P  
State Consultant  
National Tobacco Control Programme  
Government of Karnataka

12:30 – 1:30 pm  Lunch (with one-minute introductions of 1/3 ELs)

2:00 – 3:30 pm  PLENARY
5 minutes  Welcome and opening remarks  
Dr. Prem Pais

5 minutes  Overview of the Emerging Leaders program and 2016 think tank seminar  
Dr. Denis Xavier

5 minutes  Address by SJRI Dean  
Dr. George D’Souza

5 minutes  Address by SJMC Dean  
Dr. Srinivasan K

5 minutes  Address by SJNAHS Director  
Dr. Paul Parathazham

10 minutes  Address by Chief Guest  
Shri M. Lakshmi Narayan  
Principal Secretary, Health and Family Welfare  
Karnataka

30 minutes  The World Heart Federation's vision for worldwide cardiovascular disease prevention  
Dr. Salim Yusuf  
McMaster University  
President, World Heart Federation

30 minutes  Adapting the World Heart Federation’s roadmaps for national improvements in cardiovascular health  
Dr. David Wood  
Imperial College London
President Elect, World Heart Federation

5 minutes  Vote of Thanks  
Dr. Deepak Kamath

3:30 – 4:15 pm  Tea/coffee break

4:15 – 5:15 pm  Small group exercise: project development
The purpose of this small group activity is to develop a project/proposal idea that will form the basis of their shared grant protocol/project for the seminar (using brainwriting format).

5:15 pm  Wrap up and break

7:00 pm  Cultural program: Indian classical dance (on campus)

Tuesday, March 15

Pre-reading:


8:00 – 8:45 am  World Heart Federation Roadmap on Tobacco Control: A situation analysis in India
Monika Arora
Public Health Foundation of India

8:45 – 9:30 am  Cross-sector partnering skills to address the challenges of tobacco control
Joanna Pyres
The Partnering Initiative

9:30 – 11:00 am  Your leadership for 25 x 25: creating the biggest possibility
Holly Gray
Bupa

With help from Mark Huffman, Darwin Labarthe
Northwestern University
11:00 – 12:00 pm  Small group exercise: draft specific aims  
*The purpose of this activity is for groups to draft specific aims for their proposal*

12:00 – 1:00 pm  Lunch

1:00 – 2:00 pm  Small group exercise: drafting written protocols/strategies  
*The purpose of this activity is for groups to start writing their protocol/strategies, including activities, roles, timelines, and process indicators.*

1:00 – 1:45 pm  Development and implementation cardiovascular clinical practice guidelines: insights from the Joint European Societies guidelines  
*David Wood  
Imperial College London*

2:30 – 3:15 pm  Non-physician health workers to increase tobacco cessation in heart attack survivors: lessons learned from the SPREAD trial  
*Denis Xavier  
St. John’s Research Institute*

3:15 – 3:30 pm  Tea/coffee

3:30 – 4:15 pm  Population-level strategies to improve cardiovascular health: focus on tobacco  
*Darwin Labarthe  
Northwestern University*

4:15 – 5:00 pm  Small group exercise: drafting written protocols/strategies  
*The purpose of this activity is for groups to start writing their protocol/strategies, including activities, roles, timelines, and process indicators.*

5:00 pm  Wrap up and break for the day

7:00 pm  Cultural program: Indian instrumental music (on campus)

**Wednesday, March 16**

*Pre-reading*


8:00 – 8:45 am  Cardiovascular health: a quiet revolution?  
Darwin Labarthe  
Northwestern University

8:45 – 9:30 am  Helping India’s frontline health workers improve tobacco cessation rates  
Monika Arora  
Public Health Foundation of India

9:30 – 10:00 am  Small group exercise: peer review of protocols/strategies #1  
The purpose of this activity is for groups to peer review each others’ protocols/strategies and provide written feedback on how to improve them.

10:00 – 10:20 am  Tea/coffee

10:20 – 11:15 pm  Small group exercise: responding to peer review feedback on protocols/strategies #2  
The purpose of this activity is for groups to respond to written feedback from faculty and peers on their protocols/strategies.

11:15 – 12:00 am  EUROACTION: a care model to achieve “25 x 25”  
David Wood  
Imperial College London

12:00 – 1:00 pm  Lunch

1:00 – 3:00 pm  Media training: part I  
Peggy Walters  
World Heart Federation

Monika Arora  
Public Health Foundation of India
3:00 – 3:30 pm  
Tea/coffee break

3:30 – 5:00 pm  
Media training: part II  
*Peggy Walters*  
*World Heart Federation*

*Monika Arora*  
*Public Health Foundation of India*

**Thursday, March 17**

**Pre-reading**


8:00 – 8:45 am  
Developing research capacity in implementation science: the St. John's experience  
*Denis Xavier*  
*St. John's Research Institute*

8:45 – 9:30 am  
The future of tobacco control: vision of the Framework Convention Alliance and endgame solutions  
*Eduardo Bianco*  
*Tobacco Epidemic Research Centre*  
*Framework Convention Alliance*

9:30 – 10:00 am  
Small group exercise: work of protocols/strategies  
*The purpose of this activity is for groups to work on their protocols/strategies.*

10:00 – 10:30 am  
Tea/coffee

10:30 – 12:00 pm  
Small group exercise: work of protocols/strategies  
*The purpose of this activity is for groups to work on their protocols/strategies.*
12:00 – 1:00 pm  
Lunch

1:00 – 3:00 pm  
Good practices in advocacy and policy  
*Jeremiah Mwangi*  
*World Heart Federation*

3:00 – 3:30 pm  
Tea/coffee break

3:30 – 5:00 pm  
Small group exercise: work of protocols/strategies  
*The purpose of this activity is for groups to work on their protocols/strategies.*

5:00 pm  
Wrap up and break for the day

**Friday, March 18**

8:30 – 9:00 am  
Presentation set-up

9:00 – 9:45 am  
Presentation #1  
(20 minute presentation; 25 minute Q&A with feedback)

9:45 – 10:30 am  
Presentation #2  
(20 minute presentation; 25 minute Q&A with feedback)

10:30 – 11:00 am  
Tea/coffee break

11:00 – 11:45 am  
Presentation #3  
(20 minute presentation; 25 minute Q&A with feedback)

11:45 – 12:30 pm  
Small group exercise: incorporating verbal feedback into written protocols/strategies  
*The purpose of this activity is to incorporate feedback during oral presentations into written protocols/strategies and proposals.*

12:30 – 1:15 pm  
Valedictory lunch
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<tr>
<th>Time</th>
<th>Event Description</th>
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<tr>
<td>1:15 – 2:00 pm</td>
<td>Large group exercise: external feedback on grant protocols, seeking funding, and timelines and milestone for next steps</td>
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<tr>
<td>2:00 – 2:30 pm</td>
<td>Emerging Leaders programmatic feedback, verbal and written</td>
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<td>2:30 pm</td>
<td>Adjourn</td>
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Appendix 2. Figures summarizing key responses from Emerging Leader participants.