

Victoria Wright - supporting statements and declaration of interests

My path to herbal medicine was not straightforward. I came from research science and a decade managing large-scale programmes in some of the UK's most complex public sector institutions. I arrived at herbal medicine through my own health (a story for another day, but endometriosis has a way of making you curious about things your GP isn't offering). I qualified in 2016 and have been in clinical practice since.

I am standing now because I think NIMH is at an inflection point, and I have spent most of my research management career navigating exactly that kind of moment.

The most significant example is I led the programmatic review of an £850m a year public sector research organisation during a period of serious financial difficulty, with the organisation's troubles already aired in the national press and in front of the Science and Technology Select Committee. The task was to remove £50m from the programme while maintaining the confidence of the entire UK science community. I did it. I led a process that was transparent, with genuine consultation and while the UK science community didn't like the results, they were bought into it so much that the Select Committee called out the approach specifically as an example of how to manage significant organisational change well.

That is the kind of work I know how to do. Large, complex, politically sensitive, with stakeholders who have every reason to be suspicious and need to be brought with you rather than managed around. It is this experience, together with my clinical knowledge that I want to bring to NIMH.

NIMH needs a clear strategy that all members understand, own and feel part of, with directors who are properly empowered to deliver it. Botanical and lifestyle medicine is gaining real momentum in the public consciousness. The evidence base is significant, interest from the allopathic medical community is growing, and the profession has an opportunity to become the authoritative standard that the public and other healthcare professionals look to. That window will not stay open indefinitely, and the work of getting there requires both strategic clarity and genuine member engagement.

The herbal community is diverse. I think that is one of its great strengths, even when it makes alignment harder. My own background spans research science, public sector strategy and international relations, and clinical practice. I understand both the evidence world and the practitioner world, and I am used to working across communities that do not always speak the same language.

I want to support the herbal medicine community to shape the future of herbal medicine because this profession changed my life, and I think it is capable of changing a great deal more than it currently gets credit for.



Declared interests

- The Living Herb (sole practitioner) - herbal and functional medicine practice. Established 2016, full-time from June 2026.

- Institute for Functional Medicine (IFM) - membership. Ongoing.
- No current academic affiliation.
- Former public sector role (Associate Director - National Laboratories) - UKRI, for approximately 15 years. Left full-time employment June 2026. No current employed or consultancy role outside own practice.
- No current supplement, herbal product, or commercial healthcare interests to declare.