



Influence • Inspire • Empower

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# Learning from the best

Celebrating patient experience innovations to help deliver the 10 Year Plan

October 2025

# About Picker

Picker is an independent health and social care charity with expertise in understanding, measuring, and improving people's experiences of care. We pioneered the patient experience approach, now widely adopted around the world, and advocate for *the highest quality person centred care for all, always*.

We work with policy makers, providers, professionals, and patients and the public to **influence**, **inspire**, and **empower** person centred care.

We are commissioned by the Care Quality Commission (CQC) and NHS England to design, deliver and analyse the NHS patient survey programme, the cancer patient experience surveys (adult and under 16), and the NHS staff survey. We have also been commissioned to deliver the in-development neonatal experience survey for NHS England.





# About the PEN Awards

The Picker Experience Network (PEN) Awards are the first and only awards programme in the UK dedicated to recognising and celebrating best practice in patient experience across health and social care.

From hospitals and community services to independent care providers and international organisations, the PEN Awards showcase the incredible work being done to put patients, families, and carers at the heart of care delivery.

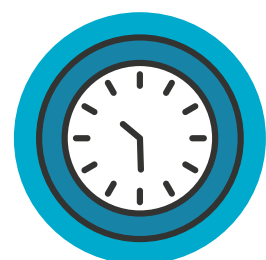
These awards are more than just an accolade, they are a **platform to share inspiring stories, highlight innovative practices, and cultivate a community of learning and improvement**. Each submission represents a commitment to enhancing the patient experience, whether through compassionate care models, collaborative partnerships that span sectors and borders, or ground-breaking technology.



# Our Foundations

## Picker Principles of Person-Centred Care

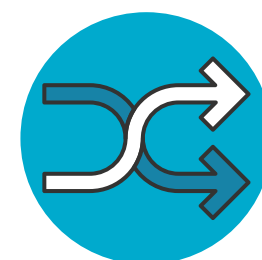
The Picker Principles of Person Centred Care are at the heart of everything we do. More than a framework, they are the foundation of how we understand, measure, and improve care. Each Principle reflects what truly matters to people in a care environment. They demonstrate that great care is not simply clinically safe and effective: it is personal, human, and built around individual needs and preferences.



Fast access to reliable  
healthcare advice



Effective treatment by  
trusted professionals



Continuity of care and  
smooth transitions



Involvement and support  
for family and carers



Clear information,  
communication and  
support for self-care



Involvement in  
decisions and respect  
for preferences



Attention to physical  
& environmental needs



Emotional support,  
empathy and respect



# Introduction

## An NHS 'fit for the future'

After the UK General Election in July 2024, the government announced it would be engaging the public and stakeholders in the development of a new long-term strategy for the NHS. This plan would act as the blueprint for delivering one of the government's five missions outlined in its [manifesto](#) – to “build an NHS fit for the future” (p.13).

It was announced that the plan would be centred around three shifts: [from hospital to community](#), [from analogue to digital](#) and finally, [from sickness to prevention](#).

Ahead of the plan's development, Lord Darzi was commissioned to lead an [independent investigation into the NHS](#), which published in September 2024. He concluded that “the NHS is in critical condition, but its vital signs are strong” (p.11).

**“The NHS is in critical condition, but its vital signs are strong”**

Lord Darzi's independent investigation into the NHS  
September 2024

# Introduction

## The 10 Year Plan for England

In July 2025, the [10 Year Plan for England](#) was published, outlining how the NHS will be reformed over the next decade.

We were pleased to see a commitment to making “**patient voice and experience** core to how we define what high quality care looks like” (p.94) and an ambition to “above all else... give power to the patient” (p.142).

Now that the ink is dry on the plan, delivery is top priority for the government, NHS organisations, and their partners. The Secretary of State for Health and Social Care [is clear](#) that “empowering and motivating the frontline is how we will move our health service [forward].” This means giving “people freedom to innovate, try new reformed ways of working, and then judg[ing] people on outcomes”.

**“Our challenge now is to make the exceptional the every day by taking the best of the NHS to the rest of the NHS.”**

Secretary of State for Health and Social Care  
September 2025



# PEN Awards 2025

The PEN Awards have celebrated excellence in patient experience for the last 15 years, and 2025 is no exception. This year, we have mapped the winners and many runners up against the 10 Year Plan for England to highlight where best practice is already happening: not just in the NHS in England, but in the devolved nations, in the independent sector, and internationally.

Our 2025 winners demonstrate how patient experience initiatives are already transforming services to deliver person centred care, amplify the patient voice, and drive improvement with patients front and centre. In many cases, our winners and runners up demonstrate how meaningful interventions can be low cost, while also being scalable and transformative to patient experience.

The 2025 winners and runners-up – across 21 categories – were announced on Thursday 2nd October 2025 at an award ceremony at the University of Birmingham.

The following pages showcase projects across a range of categories that align with the following chapters of the 10 Year Plan:

- [From hospital to community: the neighbourhood health service designed around you](#)
- [From analogue to digital: power in your hands](#)
- [A new transparency and quality of care](#)
- [An NHS workforce, fit for the future.](#)

This is only a snapshot of the initiatives that are already making a difference and helping to deliver person centred care.

Full details of the winners, runners up, and all shortlisted entries are available [on the PEN website](#) in our [Book of Best Practice](#). You can also access the Book of Best Practice via the QR code on the right.





**Spotlight on:**

# **Hospital to community**



# Overall winner: Seasons of life

**Southern Health & Social Care Trust, HSCNI**



## 10 Year Plan chapter: Hospital to community

Sub-theme: Teams that work for you

Location: Northern Ireland

Sector: Health and Social Care Northern Ireland (HSCNI)

Themes: Bereavement, Loss, Children and young people



## Award category: Partnership working to improve the experience

'Seasons of Life', developed by the Southern Health and Social Care Trust, is a pioneering bereavement and loss support programme delivered in schools across Northern Ireland. Recognising that grief extends beyond bereavement to include experiences such as parental separation, care placement, refugee status, and family imprisonment, the initiative offers inclusive, trauma-informed workshops for children and young people.

Led by a multidisciplinary team of school nurses, paediatric psychologists, educators, and community partners, the programme blends clinical expertise with creative approaches like narrative and art therapy. Co-designed with children, families, and professionals, it ensures accessibility for neurodiverse and ethnically diverse participants.

The programme's impact has been profound: children reported increased resilience, understanding of grief, and awareness of support services. Peer support groups formed organically, and school staff and families also benefited - many seeking help after witnessing positive changes in young attendees. The programme has led to increased referrals to mental health services and strengthened cross-sector collaboration.

What makes 'Seasons of Life' stand out is its whole-community approach, emotional depth, and adaptability. It fills a critical gap in support for young people experiencing loss and is ready for wider rollout - offering a scalable, compassionate model for partnership-driven care.



# Winner: The clinical navigator role

University Hospital Bristol and Weston NHS Foundation Trust



## 10 Year Plan chapter: Hospital to community

Sub-theme: Teams that work for you

Location: England, South West

Sector: NHS

Themes: Children and young people, Learning disability, Mental health, Neurodivergence, Endoscopy



## Award category: Commissioning for patient experience

University Hospitals Bristol and Weston NHS Foundation Trust introduced a pioneering Clinical Navigator role within endoscopy to proactively support patients facing barriers to care – particularly those with learning disabilities, mental health challenges, or transitioning from paediatric services. Inspired by the Oliver McGowan Mandatory Training and co-produced with patients, carers, and multidisciplinary teams, the Clinical Navigator shifts the focus from “what’s wrong” to “what matters.”

By reaching out directly, coordinating care, and tailoring support, the Clinical Navigator has improved access, reduced ‘Did Not Attends’ (DNAs) and cancellations, and enhanced patient experience. Over 300 patients have been supported, with zero cancellations on propofol sedation lists – a significant operational achievement. Patients report feeling safe, understood, and empowered to attend procedures they previously feared.

This initiative stands out for its compassionate, inclusive approach and measurable impact. It has fostered cultural change, improved staff confidence, and strengthened collaboration across services. Embedded in current pathways and scalable across departments, the Clinical Navigator represents a bold step toward equitable, person-centred care.



# Winner: Support in the community

## Patient and Client Council (PCC)



## 10 Year Plan chapter: Hospital to community

Sub-theme: Neighbourhood health service

Location: Northern Ireland

Sector: Statutory corporate body

Themes: Marginalised communities, Rural communities, System navigation



## Award category: Team of the year

The Patient and Client Council (PCC) in Northern Ireland launched a transformative pilot project led by a dedicated team of senior practitioners to improve health and social care advocacy for marginalised communities. Operating in areas affected by rural isolation and deprivation, the team brought face-to-face support directly into community spaces – empowering individuals to navigate complex systems and speak up confidently.

Despite limited infrastructure, seven practitioners worked across 18 venues, engaging 376 people, creating 224 direct contacts, and opening 43 advocacy cases. Their empathetic, professional approach built trust and enabled early resolution of issues that previously felt inaccessible.

What makes this initiative stand out is its lasting impact: the PCC has now embedded this model into core service delivery, expanding to 12 practitioners across 28 venues across Northern Ireland. A zero-budget communications campaign further amplified its reach and visibility.

This team didn't just pilot a project – they pioneered a scalable, sustainable solution to health inequality, rooted in community knowledge, compassion, and excellence.

# Winner: Teddy bear hospital

Ulster University



## 10 Year Plan chapter: Hospital to community

Sub-theme: Neighbourhood health service

Location: Northern Ireland

Sector: Academia

Themes: Children and young people, Staff engagement, Nursing, Physiotherapy, Speech and language therapy



## Award category: Student patient experience advocate of tomorrow

The Teddy Bear Hospital, led by the Child Health Society at Ulster University, is a heartwarming initiative designed to help young children overcome fears around healthcare. Now in its second year, the project has grown from a local event into a nationally recognised programme, with coverage from BBC NI, ITV, Radio Foyle, and the Derry Journal. The hospital simulates medical environments using teddy bears, allowing children to explore healthcare in a fun, safe, and interactive way.

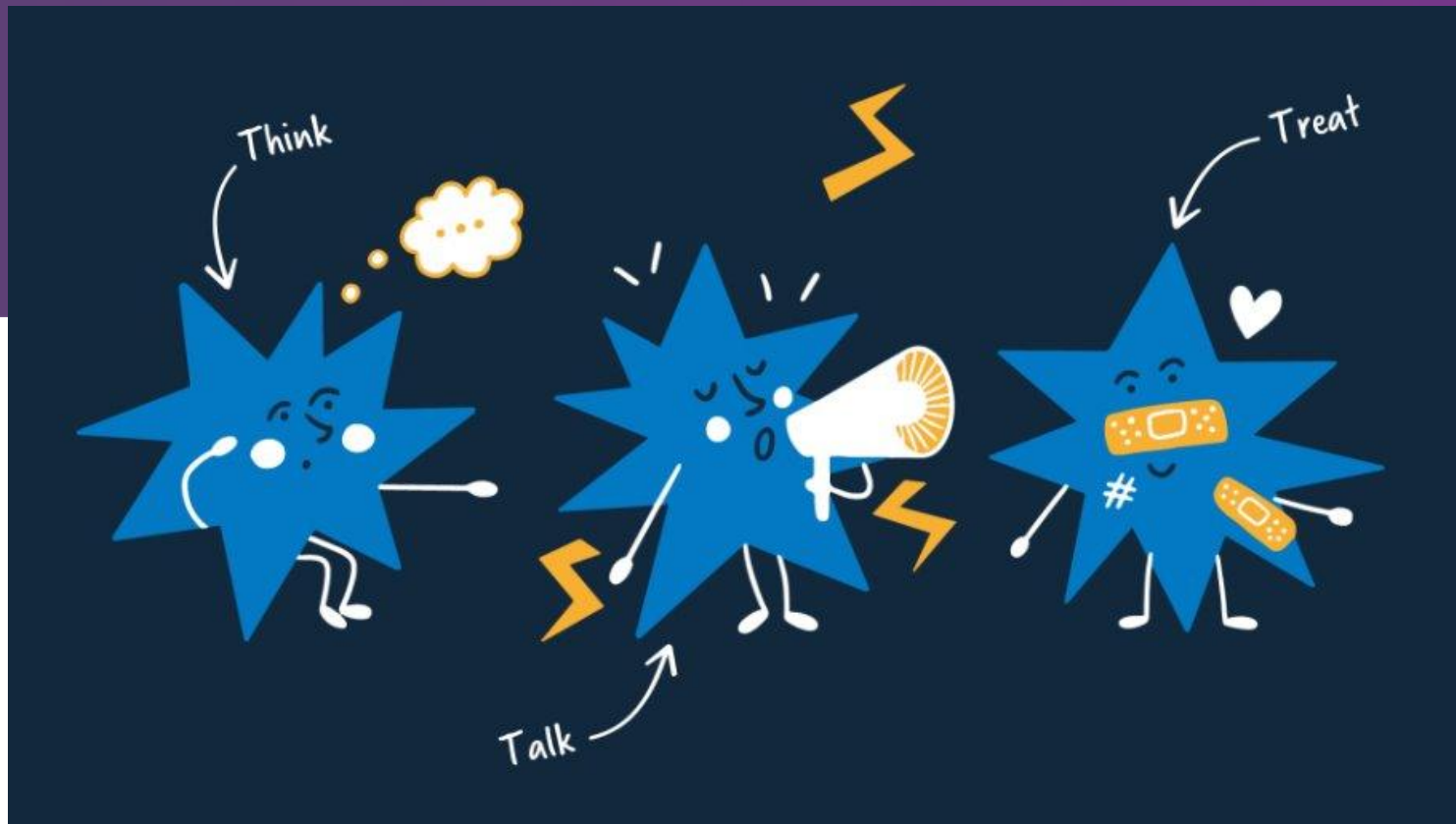
The initiative has had a profound impact. Parents and schools have praised its ability to reduce anxiety and build trust, while student volunteers – many of whom had never considered paediatrics – found joy and fulfilment in engaging with children. The project fosters multidisciplinary collaboration, with plans to expand participation to nursing, physiotherapy, and speech and language students.

What makes this initiative stand out is its inclusive, educational, and joyful approach to healthcare engagement. It not only supports children but also inspires future healthcare professionals, creating a positive ripple effect across the community. The Teddy Bear Hospital is a shining example of how empathy, creativity, and teamwork can transform the patient experience from the very beginning.



# Winner: Improving the lives of people impacted by chronic pain

**Cora Health**



## 10 Year Plan chapter: Hospital to community

Location: UK-wide

Sector: Independent

Themes: Chronic pain, Pain management



### Award category: Independent

Flippin' Pain, led by independent provider Cora Health, is a pioneering public health movement transforming how chronic pain is understood and managed across the UK. Inspired by the Pain Revolution in Australia, it combines cutting-edge pain science with lived experience to challenge outdated beliefs and empower individuals and professionals alike.

Operating nationally with a small core team and a wide network of volunteers, Flippin' Pain delivers engaging, co-produced events, digital content, and professional education. It has reached over 250,000 people, with measurable improvements in health literacy, clinical confidence, and patient empowerment. Post-event surveys show 90% of attendees are more likely to increase physical activity, and 50% of attendees previously unlikely to reduce opioid use became more open to it.

What makes this initiative stand out is its inclusive, evidence-based, and scalable approach. People living with pain are equal partners in design and delivery, ensuring authenticity and impact.

Flippin' Pain is not just a campaign - it's a movement that's reshaping public understanding, reducing stigma, and driving system-wide change in pain management.

# Runner up: Leri cancer unit

Hywel Dda University Health Board



## 10 Year Plan chapter: Hospital to community

Sub-theme: Modernised hospitals

Location: Wales

Sector: NHS

Themes: Cancer, Environment of care, Co-production



### Award category: Environment of care

Hywel Dda University Health Board (HDUHB) serves over 385,000 people across rural West Wales, delivering care in challenging geographic conditions. In May 2025, HDUHB opened the Leri Cancer Unit at Bronglais General Hospital – the UK’s smallest general hospital – marking a transformative step in cancer care and patient experience.

Co-produced by patients, staff, artists, and the Arts & Health team, the unit integrates public art into clinical design, creating a bilingual, culturally resonant space that reflects the Welsh landscape and identity. This pioneering approach has improved emotional wellbeing, staff morale, and patient satisfaction, with feedback describing the unit as “a place that makes you feel safe,” “modern and beautiful” and a place that “lifts mood and inspires better care.”

A mixed-methods evaluation shows enhanced emotional comfort, dignity, and increased staff pride and motivation. The project has influenced future developments across the Health Board, embedding creativity into healthcare environments through new policies and practices.

What makes this initiative stand out is its deep community involvement, cultural sensitivity, and emotional impact. It exemplifies how co-production, compassion, and creativity can redefine the environment of care, making the Leri Cancer Unit a replicable model of excellence in patient-centred design.



# Runner up: Connect North – community appointment day

**Northern Health and Social Care Trust**



## 10 Year Plan chapter: Hospital to community

**Sub-theme:** Neighbourhood health service

**Location:** Northern Ireland

**Sector:** Health and Social Care Northern Ireland (HSCNI)

**Themes:** Social prescribing, Community care, Dementia and Alzheimer's, Older people, Community and voluntary sector



### Award categories: Partnership working to improve the experience / Strengthening the foundation

The Northern Health and Social Care Trust (NHSCT), in partnership with Age NI, developed Connect North: Your Pathway to Wellbeing – a co-designed, integrated social prescribing model supporting adults facing social, emotional, or practical challenges. Responding to rising referrals for clients newly diagnosed with dementia, the team piloted a Community Appointment Day (CAD) to deliver timely, person-centred support in a single, coordinated session.

Delivered collaboratively with statutory and community partners, including Alzheimer's Society, Dementia NI, Police Service of Northern Ireland (PSNI), Northern Ireland Fire and Rescue Service (NIFRS) and Libraries NI, the CAD connected clients and carers to essential services in one place without delay in assessment or connection to services. Evaluation showed 100% of attendees felt listened to, informed, and involved in decisions, with improved uptake (71% vs. 51%) and cost savings of £20.18 per client compared to their standard link worker appointment model. Each client made two additional service connections.

What makes this initiative stand out is its authentic, needs-led design, robust data use, and cross-sector collaboration. It demonstrates how partnership working can transform the experience of dementia care. The CAD model is scalable, sustainable, and rooted in lived experience – setting a new standard for integrated, compassionate support.

# Runner up: Service excellence, You+Us=Together

**Cleveland Clinic London**



## **10 Year Plan chapter: Hospital to community**

Sub-theme: Teams that work for you

Location: England, London

Sector: Independent

Themes: Person centred care, Staff engagement, Co-production



### **Award category: Independent**

Cleveland Clinic London is committed to delivering world-class clinical outcomes and exceptional patient experience. To embed a consistent, compassionate culture across all departments, it launched You+Us=Together - a co-designed Service Excellence initiative that redefines how care is delivered and experienced.

Developed from insights gathered from nearly 200 caregivers and extensive patient feedback, the initiative introduced two core elements: Patient Promises and Principles of Service Excellence. These guide every interaction, empowering all departments, including non-clinical teams, to tailor the framework to their unique roles.

Led by Service Excellence Ambassadors and supported by senior leadership, the initiative has delivered measurable results: "Welcome on Arrival" scores rose from 85% to 92%, "Respect and Dignity" reached 100%, and "Overall Experience" climbed to 94% from 85%. Patients consistently describe staff as warm, professional, and reassuring.

What makes this initiative stand out is its inclusive, bottom-up design and its adaptability. It is now embedded in training, governance, and recognition programmes, with future plans to address accessibility and health equity, including adaptations for neurodiversity, language inclusion and further outreach to seldom-heard voices.



# Runner up: Beyond the prescription

Ulster University



## 10 Year Plan chapter: Hospital to community

Sub-theme: New era for general practice

Location: Northern Ireland

Sector: Academia

Themes: Health monitoring, Mental health, Serious Mental Illness (SMI), Health inequalities, Accessibility



## Award category: Student patient experience advocate of tomorrow

This project aimed to improve physical health monitoring for patients prescribed antipsychotic medication, who are at increased risk of physical health complications like metabolic syndrome. By introducing accessible patient-facing leaflets and SMS reminders, the initiative empowered patients with information to support informed decision-making, even if they chose not to attend appointments.

The project also streamlined practice workflows by implementing an annual recall system and clear staff guidance, improving efficiency and engagement. Informal feedback from the practice pharmacist highlighted enhanced patient interaction and smoother processes.

This initiative stands out for its simplicity, impact, and leadership. It addressed a real clinical need using the Plan-Do-Study-Act (PDSA) model, engaged a multidisciplinary team, and demonstrated how small, thoughtful interventions can reduce health inequalities. It also deepened Shems' understanding of the barriers faced by people with serious mental illness and showcased collaborative leadership in action.



Spotlight on:

# **Analogue to digital**



# Winner: The power of data and voice

Royal Devon University Healthcare NHS Foundation Trust



## 10 Year Plan chapter: Analogue to digital

Location: England, South West

Sector: NHS

Themes: Patient voice, Complaints, Early resolution, Continuous improvement



## Award category: Measuring, reporting and acting – using insight for improvement

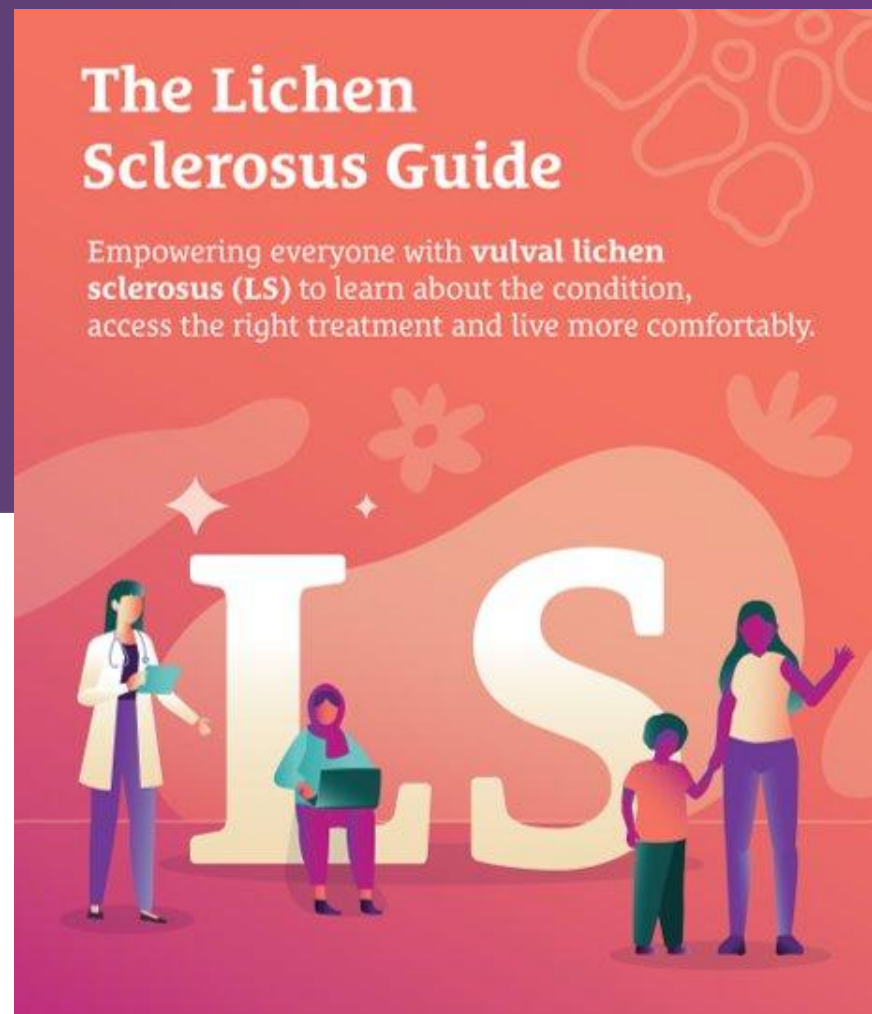
The Royal Devon University Healthcare NHS Foundation Trust (RDUH) has revolutionised patient feedback by integrating real-time stories from Care Opinion with formal complaint coding (KO41), creating a unique hybrid model that blends qualitative insight with structured data. This innovative approach enables rapid identification of emerging issues, supports targeted service improvements, and fosters a culture of accountability and empathy.

By shifting feedback ownership to frontline teams, RDUH has driven a 271% increase in feedback volume and achieved a 97% response rate, demonstrating strong engagement and trust. The initiative has contributed to a 20% reduction in formal complaints, with early resolution preventing escalation. Inclusivity is central, with proactive outreach to marginalised groups and accessible digital channels.

What makes this initiative stand out is its novel data integration, measurable impact, and cultural transformation. Staff are empowered to act on feedback, and patients see real change through “You said, We did” responses. With national interest growing, RDUH is sharing toolkits and frameworks to support wider adoption – making this a scalable, sustainable model for embedding patient voice into continuous improvement.

# Winner: The Lichen Sclerosus guide

University of Bristol and University of Nottingham



## 10 Year Plan chapter: Analogue to digital

Location: International

Sector: Academia

Themes: Dermatology, Gynaecology, Co-production, Patient information, Digital communications



## Award categories: Communicating effectively with patients and families / Patient contribution – Group

A small, international team of patients, healthcare professionals, and researchers collaborated to create the Lichen Sclerosus Guide – a free, co-produced online resource supporting people with vulval lichen sclerosus (VLS), a chronic and often misunderstood skin condition. The guide combines clinical expertise with lived experience, offering clear, accessible information through written content, videos, animations, and downloadable tools.

Every section was co-authored by patients and professionals, ensuring authenticity and relevance. The guide includes a treatment plan template now used in NHS clinics and primary care, supporting shared decision-making and improving communication between patients and clinicians. In its first six months, the guide reached over 18,000 users across 50 countries, with 84% of surveyed patients reporting increased confidence in managing their condition.

What makes this initiative stand out is its inclusive, evidence-based approach to tackling stigma and improving health literacy. It empowers patients, supports clinicians, and bridges gaps in care-making it a model for effective communication and partnership in healthcare.



# Winner: Optimising cancer personalised care

Royal Devon University Healthcare NHS Foundation Trust



## 10 Year Plan chapter: Analogue to digital

Location: England, South West

Sector: NHS

Themes: Cancer, Self-management, Patient information



### Award category: Cancer experience of care

Royal Devon University Healthcare NHS Foundation Trust launched a transformative project to improve cancer care by introducing a personalised, standardised End of Treatment Summary (EoTS) document. Designed with patient input and aligned with national reporting requirements, the EoTS empowers patients with clear, accessible information about their diagnosis, treatment, follow-up, and potential symptoms, supporting self-management and rapid re-access to care.

Implemented across two hospital sites, the initiative delivered measurable impact: 478 summaries were completed in six months, with a 20-minute reduction in documentation time per patient and increased uptake of Holistic Needs Assessments. Patients reported feeling informed, reassured, and better equipped to manage their health and staff noted improved workflow and enhanced patient engagement.

What makes this initiative stand out is its co-production, sustainability, and scalability. It strengthens continuity of care by involving GPs, supports national quality measures, and is already being shared across the wider One Devon partnership.

# Winner: Patient bedside digitisation platform

**Great Ormond Street Hospital for Children NHS Foundation Trust**



## 10 Year Plan chapter: Analogue to digital

Location: England, London

Sector: NHS

Themes: Children and young people, Educational resources, Entertainment, Digital patient record



## Award category: Innovative use of technology, social and digital media and data management and protection

Great Ormond Street Hospital (GOSH) has launched a pioneering Bedside Digitisation Project, transforming the inpatient experience for children with complex conditions. In partnership with Lincor Solutions, GOSH developed a personalised, touchscreen digital hub installed in 390 bedspaces, offering access to health records, educational content, and entertainment tailored to each child's needs and neurodevelopmental stage.

Co-designed with patients, families, clinicians, and digital teams, the platform prioritises accessibility, equity, and engagement. It integrates with the hospital's electronic health record (Epic), enabling patients and carers to view test results and message clinical teams. Content partners include [Singing Hands](#), [Carbs & Cals](#), and [Sunrise Wheels Up!](#) ensuring inclusive, age-appropriate resources.

Impact has been significant: outdated TVs were replaced, digital access was equalised across wards, and usage metrics show high engagement. Feedback from patients, families, and the Young People's Forum has been overwhelmingly positive, with users praising the system's ease of use, personalisation, and wellbeing benefits.

What makes this initiative stand out is its patient-centred design, technological innovation, and system-wide scalability, setting a new benchmark for digital inclusion in paediatric care.



# Winner: Patient Experience Monitor (PEM)

**Dutch Federation of University Medical Centres (NFU)**



## 10 Year Plan chapter: Analogue to digital

Location: Netherlands

Sector: International

Themes: Patient voice, Patient experience, Person centred care, Data



## Award category: International

The Patient Experience Monitor (PEM), developed by the Dutch Federation of University Medical Centres (NFU), is a nationally coordinated initiative that systematically captures patient feedback across all seven Dutch University Medical Centres (UMCs). Launched in 2019, PEM uses inclusive, co-designed questionnaires, adapted for low health literacy and soon to be translated, to gather real-time insights into trust, communication, and shared decision-making.

With over 1.5 million responses collected, PEM enables benchmarking, transparency, and continuous improvement. A real-time dashboard supports staff in responding quickly to feedback, while open-ended responses are analysed using text mining to uncover deeper themes. The tool is flexible, allowing UMCs to add locally relevant questions, and its results are publicly available via Hospital Check at [ziekenhuischeck.nl](https://ziekenhuischeck.nl).

PEM has driven tangible improvements, such as better communication around waiting times and enhanced person-centred care. Its collaborative governance model, involving all UMCs and patient representatives, ensures sustainability and shared ownership.

What makes PEM stand out is its national scale, inclusive design, and actionable insights. It exemplifies how patient voices can shape care at every level – making it a powerful model for international healthcare systems seeking to embed patient experience into quality improvement.

# Runner up: Innovating the traditional lung cancer patient pathway

**Northumbria Healthcare NHS Foundation Trust**



## 10 Year Plan chapter: Analogue to digital

Location: England, North East

Sector: NHS

Themes: Cancer, Virtual wards



### Award category: Cancer experience of care

Northumbria Healthcare NHS Foundation Trust launched the UK's first Lung Oncology Virtual Ward, transforming care for lung cancer patients in the pre-palliative phase. Designed by the clinical team through a co-design approach, the ward provides daily oversight by a Senior Lung Cancer Nurse Specialist, enabling timely symptom management and reducing unnecessary hospital admissions.

This personalised model ensures patients receive high-quality care in their own homes, improving outcomes and enhancing the experience for patients, families, and staff. Feedback highlights seamless care, rapid response, and emotional reassurance. Patients felt known, supported and safe. Staff praised the collaborative development process and improved continuity between acute and community services.

What makes this initiative stand out is its innovation, impact, and scalability. It challenges traditional care models, bridges gaps between services, and delivers truly individualised care.



# Runner up: Using technology to enhance stroke rehabilitation care

Liverpool University Hospitals NHS Foundation Trust



## 10 Year Plan chapter: Analogue to digital

Location: England, North West

Sector: NHS

Themes: Stroke, Digital rehabilitation



### Award category: Innovative use of technology, social and digital media and data management and protection

University Hospitals of Liverpool NHS Group has pioneered a digitally enabled stroke rehabilitation model that empowers patients to take control of their recovery. Faced with limited therapy access, the team introduced tailored digital rehab tools, co-designed with patients, carers, therapists, and tech partners, to increase therapy dosage without additional staffing.

Delivered across the Liverpool Stroke Recovery Partnership (LSRP) and South Sefton Early Supported Discharge (ESD) team, the initiative included gamified and interactive tools, meaning therapy could happen more often. SIM cards provided to patients without Wi-Fi were provided to tackle digital exclusion and a dedicated Band 4 tech support role ensured older and digitally excluded patients could confidently engage with the tools.

Results were striking: staff confidence in tech rose from 3.6/10 to 8.2/10, therapy frequency increased, and patients reported improved motivation, confidence, and quality of life. Stroke Impact Scale (SIS) scores improved by 38% post-intervention. The model also enhanced efficiency, reduced travel time, and enabled remote monitoring.

What makes this initiative stand out is its inclusive, low-cost, and scalable design, transforming rehab from a passive experience to an active, personalised journey.



Spotlight on:

# Quality of care



# Winner: Supporting every smile

Leeds Teaching Hospital NHS Trust



## 10 Year Plan chapter: Quality of care

Sub-theme: Teams that work for you

Location: England, Yorkshire and Humber

Sector: NHS

Themes: Dentistry, Children and young people, Learning disability, Autism, Neurodivergence



## Award category: Environment of care

Leeds Dental Institute (LDI), part of Leeds Teaching Hospitals NHS Trust, delivers specialist paediatric dental care across Yorkshire and the Humber. Recognising the challenges faced by children and young people (CYP) with learning disability or autism (LDA), the Paediatric Dental Department launched a pioneering initiative to improve accessibility and patient experience.

A multidisciplinary working group developed a reasonable adjustments clinic and pathway, including sensory resources, co-produced social stories, video resources and virtual consultations. These innovations, supported by charitable funding, have significantly reduced anxiety-related cancellations and reportable incidents, while enhancing staff confidence and patient satisfaction.

From January to May 2025, general anaesthetic cancellations halved compared to the previous year and reportable incidents reduced to two from six in the previous year. Structured feedback showed 100% positive responses from families and staff. The initiative stands out for embedding inclusivity into care pathways, aligning with NHS priorities on equity and sustainability, and offering a scalable model for other dental hospitals.



# Winner: Health Equity Action Leadership (HEAL)

**Barts Health NHS Trust**



## **10 Year Plan chapter: Quality of care**

Sub-theme: Patient voice

Location: England, London

Sector: NHS

Themes: Community engagement, Health inequalities



## **Award category: Engaging and championing the public**

The East London Citizens Organisation (TELCO) and Barts Health NHS Trust have partnered to launch the Health Equity Action Leadership (HEAL) initiative – a bold, community-led programme that empowers local residents to shape healthcare services. Rooted in East London’s diverse communities, HEAL trains Champions in health literacy and community organising, equipping them to advocate for their communities, gather lived-experience insights, and co-design campaigns that tackle systemic barriers to care.

Developed through structured listening and co-production, HEAL has already shown powerful results: 100% of Champions report increased confidence in navigating healthcare and engaging others. Champions now lead Health Bank Surgeries and feed insights directly into Barts Health’s governance structure and TELCO’s campaigns, creating a two-way dialogue between communities and providers.

What makes HEAL stand out is its relational, inclusive, and scalable approach. It moves beyond traditional signposting to build genuine leadership capacity, trust, and shared ownership of health equity. By embedding community voices into service transformation, HEAL offers a replicable blueprint for engaging and championing the public in meaningful, lasting change.



# Winner: Using powerful stories

## Cheshire and Merseyside Cancer Alliance



## 10 Year Plan chapter: Quality of care

Sub-theme: Patient voice

Location: England, North West

Sector: NHS

Themes: Cancer, Patient voice, Storytelling



## Award category: Personalisation of care

The Cheshire and Merseyside Cancer Alliance (CMCA) has embedded patient storytelling as a powerful tool for personalising care and driving service improvement. Through its Health Inequalities and Patient Experience (HIPE) team, CMCA has supported 73 patient stories since 2022, each carefully matched to strategic programmes to maximise impact.

These stories have led to tangible changes, including improved diagnostic access, system-wide accessibility reviews, and the creation of a People, Communities, and Experience toolkit. Storytellers have joined board meetings, influenced screening uptake, and helped shape communications and service design. Their voices are not only heard – they are acted upon.

What makes this initiative stand out is its outcome-focused storytelling, strategic integration, and gold-standard support for patient representatives. Storytellers are empowered to campaign for change, and their contributions are embedded in CMCA governance, ensuring sustainability. The ripple effect has inspired wider regional adoption, with plans to influence Integrated Care Board strategy.

This is personalisation in action – where lived experience shapes care, and patients become partners in transformation.



# Winner: Co-designing compassion

Barts Health NHS Trust



## 10 Year Plan chapter: Quality of care

Sub-theme: Patient voice  
Location: England, London  
Sector: NHS  
Themes: End of life care



### Award category: Support for caregivers, friends and family

Barts Health NHS Trust has transformed how it supports bereaved families through a co-designed Bereaved Carers' Survey, placing their voices at the heart of compassionate, inclusive end-of-life care. Recognising the lack of consistent feedback mechanisms in the NHS after a patient's death, the Trust developed a sensitive, accessible four-page booklet, available in multiple formats and languages, to gather meaningful insights from families after a patient's death.

Initially launched in 2011, the latest version was launched in 2023. The survey includes both structured and free-text responses, covering communication, cultural sensitivity, and bereavement support. It is sent with a condolence card, offering families a non-intrusive way to share their experiences. Response rates have more than doubled, and feedback has driven tangible improvements, from clearer role of the coroner guidance to revised property return policies and enhanced staff training.

What makes this initiative stand out is its human-centred design, inclusivity, and impact. It captures feedback often missed by formal complaints, informs service improvements, and provides powerful narratives for staff education. It's a scalable, sustainable model that normalises compassionate learning and ensures every patient's story continues to shape care, even after death.



# Winner: Service users, carers and family working to improve patient safety

**Independent Neurology Liaison Group**



## 10 Year Plan chapter: Quality of care

Sub-theme: Patient voice

Location: Northern Ireland

Sector: Advisory group

Themes: Patient voice, Neurology, Reform, Patient safety, Patient harms



## Award category: Patient contribution – Individual

The Independent Neurology Liaison Group (INLG) is a groundbreaking model of patient-led reform in healthcare. Formed in response to systemic failures, the group – comprising individuals directly harmed by the system – worked collaboratively but independently with the Northern Ireland Department of Health to drive meaningful change. Their structured five-phase model, supported by an independent secretariat, ensured autonomy, transparency, and consensus-based decision-making.

The INLG's work led to major reforms, including a unified definition of patient safety aligned with WHO standards, mandatory Patient Safety and Quality Committees, and revised complaints and incident procedures. Their contributions have shaped departmental guidance and influenced regulators and providers across the system.

What makes this initiative stand out is its moral clarity, emotional courage, and systemic impact. Members brought lived experience into policy spaces, balancing grief with purpose and transforming trauma into reform. Their leadership, especially through Co-Chair Tom Ward, exemplifies the power of patient voices in rebuilding trust and safety. Already adopted as a model for other inquiries, the INLG proves that when those failed by the system become equal partners in change, the results are more honest, robust, and enduring.



Spotlight on:

# **A workforce fit for the future**



# Winner: High quality care for patients through exceptional care for staff

University College London Hospitals NHS Foundation Trust



## 10 Year Plan chapter: A workforce fit for the future

Location: England, London

Sector: NHS

Themes: Staff wellbeing



### Award category: Staff engagement and improving the staff experience

University College London Hospitals NHS Foundation Trust (UCLH) has transformed staff wellbeing through its co-created Be Well programme, launched in 2021. Grounded in the NHS England Health and Wellbeing Framework and shaped by extensive staff feedback, Be Well takes a holistic, whole-person approach to supporting staff across physical, emotional, financial, and professional wellbeing.

With over 11,500 staff and more than 1 million patients cared for annually, UCLH recognises that happy staff means better patient care. The programme has delivered measurable impact: UCLH has been the most recommended acute trust to work for three years running and is the highest scoring acute trust in London for patient satisfaction (2023). Staff survey results show significant improvements in wellbeing, morale, and engagement, especially among staff with protected characteristics.

What makes Be Well stand out is its scale, depth, and sustainability. From smart fridges and financial support to conflict coaching and flexible working, every intervention is evaluated and tailored to staff needs. Led by staff, for staff, Be Well is now embedded in UCLH's culture, creating a workplace where people feel safe, supported, and empowered to deliver exceptional care.

# Winner: The PaCT workshop

University of Greater Manchester



## 10 Year Plan chapter: A workforce fit for the future

Location: England, North West

Sector: NHS

Themes: Staff wellbeing



## Award category: Strengthening the foundation

The Patient as Coach Team (PaCT) initiative at the University of Greater Manchester is a pioneering model in nurse education that places lived experience at the heart of learning. Co-produced and led by service users and carers, PaCT transforms students' understanding of compassionate, person-centred care by embedding emotional intelligence, ethical awareness, and the 6Cs of Nursing throughout the curriculum.

Delivered in small, safe-group settings across all three years of the adult nursing programme, PaCT combines immersive workshops with reflective learning. Students consistently report increased empathy, confidence, and accountability, with long-term impact evidenced in their professional development portfolios. The initiative has also been successfully adapted for other disciplines, including Social Work and CBT.

What makes PaCT stand out is its authentic co-production, longitudinal structure, and tangible influence on practice. It elevates service users from contributors to educators, creating a culture of dignity, partnership, and emotional intelligence. PaCT is not just a teaching tool—it's a blueprint for how we must train the future health and social care workforce.



# Runner up: Leading workplace wellbeing

Cedar Foundation



## 10 Year Plan chapter: A workforce fit for the future

Location: Northern Ireland

Sector: Voluntary sector

Themes: Staff wellbeing, Mental health, Reducing stigma



## Award category: Staff engagement and improving the staff experience

The Cedar Foundation has redefined staff wellbeing through a co-designed, preventative Health and Wellbeing Programme that places mental health at the heart of organisational culture. Developed by frontline staff, the initiative blends traditional support tools with emotionally resonant innovations like 'Ester's Blog' and 'Mindful Monday', fostering connection, reducing stigma, and promoting resilience.

The programme has delivered measurable impact: mental health-related absenteeism has decreased, and 98% of staff say it has created a more compassionate workplace. Engagement is high, with 73% participating in 'Mindful Monday' and 81% valuing 'Ester's Blog'. Staff report feeling safer, more supported, and better equipped to manage their wellbeing, leading to improved morale, retention, and service delivery.






What makes this initiative stand out is its grassroots design, cultural transformation, and sustainability. It empowers staff through education, open dialogue, and practical tools, creating a workplace where wellbeing is not an add-on, but a foundation. Cedar's model is a powerful example of people-led innovation that strengthens the workforce and enhances care.



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