



Norfolk and Suffolk Health and Care Awards 2026

Hospital to Community Award

Laura Tooth

NHS Norfolk and Suffolk ICB

Laura is nominated for her exceptional leadership in developing Women's Health Hubs across Norfolk and Waveney, creating a sustainable, neighbourhood-based model of care. Using national funding strategically, she embedded women's health services within Primary Care Networks (PCNs), improving access to coordinated, community-based care while reducing pressure on hospitals. Through extensive engagement with primary care, acute clinicians, VCSE partners and Women's Health Champions, she secured participation from every PCN, ensuring a truly system-wide approach.

Laura prioritised underserved CORE20PLUS communities, using outreach initiatives such as the WOW Bus and trusted local communicators to gather feedback and shape services around women's needs. This informed the development of locally delivered hubs providing menopause support, pessary care and other treatments closer to home.

She has driven innovative pathways that move traditionally hospital-based services, including complex pessary management, into community settings. Working closely with specialist teams, she established the governance, training and oversight needed to deliver safe, high-quality care locally. This has improved continuity, reduced hospital reliance and expanded access, particularly in rural areas.

Recognising the importance of workforce development, Laura invested in long-term clinical skills, training hundreds of primary care staff in areas such as menopause care, contraception and pessary fitting. Her work has strengthened collaboration across the system, improved patient experience and created a sustainable model for delivering women's health services in the community, providing a blueprint for future transformation.