



Norfolk and Suffolk Health and Care Awards 2026

Hospital to Community Award

Norwich and Norfolk Surgical Ltd (N2S)

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This nomination highlights N2S, working in partnership with St Stephens Gate Medical Partnership, as a leading example of high-quality, community-based care that supports the NHS ambition to shift services closer to patients' homes. As an independent provider dedicated exclusively to NHS-funded procedures, N2S ensures strong value for money while delivering excellent clinical outcomes and patient experience across Norfolk and Suffolk. Its community day surgery model enables patients to access planned procedures in a convenient, personalised environment, reducing reliance on acute hospitals. Pathways such as community-based hernia surgery allow patients to receive timely treatment, improving mobility, reducing pain, and supporting a faster return to daily life.

N2S has made a significant contribution to reducing waiting lists and supporting NHS recovery. It has assessed and triaged over 750 spinal patients and delivered complex ophthalmic and orthopaedic procedures within the community. During the COVID-19 pandemic, it increased capacity while maintaining patient safety, with innovations from this period now embedded in routine practice. National recognition includes presentations at the NHS Confederation and adoption of its hernia pathway as best practice by NHS England. The organisation also supports workforce development through consultant training and nursing roles.

The impact is substantial, with excellent waiting time performance and 99% patient satisfaction. Strong partnerships with system stakeholders enable rapid, flexible responses to demand. N2S delivers financial efficiencies through locally agreed tariffs, generating system savings while maintaining high-quality outcomes. Overall, it demonstrates how integrated, community-based care can transform access, efficiency, and patient experience.