



Norfolk and Suffolk Health and Care Awards 2026

Analogue to Digital Award

Redesigning Adult Weight Management and Obesity Pathways

**NHS Norfolk and Suffolk ICB, East Suffolk and North Essex NHS Foundation
Trust and Big Picture Medical**

This award submission was developed as part of a collaborative working project between Novo Nordisk UK and Norfolk and Suffolk ICB and by agreement of the project steering committee. The Suffolk and North East Essex (SNEE) system transformed fragmented weight management and obesity services by introducing a clinically governed, digitally enabled Single Point of Access (SPoA) and a shared care record spanning primary, community and specialist care. Previously complex and inconsistent pathways were redesigned into a single, coherent model that standardises triage, incorporates patient preferences and ensures equitable, needs-based access rather than time-based progression. The Integrated Care Board (ICB) provided strategic leadership, aligning partners to shared outcomes and enabling system-wide co-production. Primary care clinicians shaped referral processes, while ESNEFT specialists developed and validated a triage algorithm prioritising clinical risk and co-morbidities. Big Picture Medical contributed expertise in pathway design, translating insights into scalable workflows.

Co-designed with patient groups to reflect lived experience, the new model significantly improves navigation, access and engagement. With 95% digital uptake and a 37.2% increase in Core20 representation in specialist services, the pathway delivers more inclusive care. Early impact shows over 1,500 referrals processed within eight weeks, with time-to-assessment in specialist services reduced dramatically from up to two years to just eight days. A single referral now replaces multiple appointments, repeated referrals and administrative delays, improving efficiency and patient experience. The shared care record uses open standards and bi-directional integration, supporting longitudinal tracking, continuous improvement and future AI-enabled insights. Financial modelling indicates up to £3m administrative return on investment and £4.5m in health benefits. Embedded across a population of approximately one million, the model provides a scalable blueprint for wider cardiometabolic care redesign.