

Teaching
commitment



East and North
Hertfordshire Teaching
NHS Trust

Showcasing our significant teaching commitment



#ProudToBeENHT

Welcome

Message from Anita Day Chair

Having taken up post on 1 February 2024, I am thrilled to be joining the Trust at this exciting time.

For decades the Trust has been working with partners to develop our current and future workforce; Teaching status will provide validation of the amazing and indeed award-winning work taking place every day across our organisation.

Teaching status also gives us a platform to grow and strengthen our links with



partners including the University of Hertfordshire as they prepare to open the first undergraduate medical school in our county.

As a major employer in Hertfordshire, we have a responsibility to raise aspirations within our community; adding Teaching to our name is a clear and visible reflection of our

ongoing commitment to teaching, training and education.

Our Trust Board are proud to submit our application for recognition as a Teaching Trust and we are delighted to have support for this application from partners, local stakeholders and our community.



Message from Adam Sewell-Jones Chief Executive

a 'significant teaching commitment' across all departments and staff groups in our organisation.

As a Trust we are here to provide for our community, and we strive to attract the best people to care for our patients.

We invest in our people and seek to empower all to develop their careers in whatever way they wish to, living our values: Include, Respect & Improve.

We have developed a culture of learning and research to

inform and improve our standards of care; working to deliver our vision 'to be trusted to provide consistently outstanding care and exemplary service'. This application comes at a time of great opportunity for our Trust.

Our quality improvement partnership with the Virginia Mason Institute will transform our leadership approach, offer learning opportunities for all including myself and my executive team and will enable us to maximise on the benefits of becoming a Teaching Trust.

Written by: Jennifer Godwin,
Partnership Manager

Designed by: Dawn Somerville,
Clinical Photographer

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Support from our partners

University of Hertfordshire UH

Our partnership frames vital collaboration between Trust and University. The partnership has been critical to the development and continued success of Degree Apprenticeships within the University, in support of NHS workforce needs, in line with the NHS Long Term Plan.

East and North Herts has been the main partner in supporting University application to the General Medical Council to establish the first county based medical school. This will only be enhanced by East and North Herts being formally recognised with Teaching status.

UNIVERSITY OF CAMBRIDGE

School of Clinical Medicine

We are very grateful to your trust for providing high quality clinical placements across a large range of specialties to Cambridge students over the last 20 years. You are a very valued teaching partner, with consistently positive evaluations from our students.



MEDICAL SCHOOL

Our UCL Medical School students receive a very high standard of education at East and North Hertfordshire NHS Trust. We support an application for teaching hospital status, which will enhance the educational and research opportunities available to our students, which ultimately benefits patient care.

Our Trust

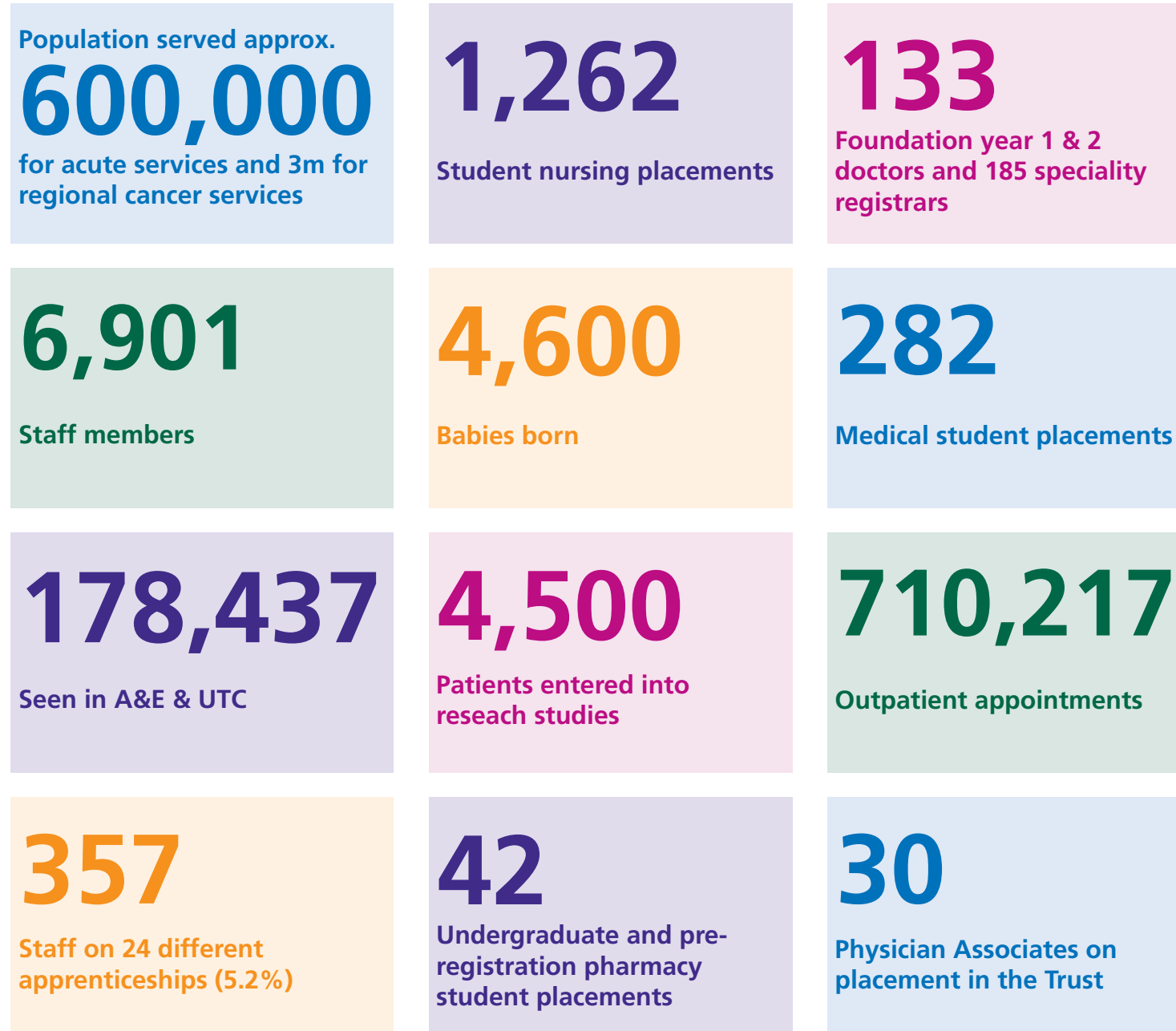
District general hospital trust providing general acute services at four sites:

- Lister Hospital in Stevenage
- The New QEII Hospital in Welwyn Garden City
- Hertford County Hospital in Hertford
- Mount Vernon Cancer Centre in Northwood

We provide specialist renal services across Hertfordshire, West Essex, Luton and Bedfordshire and specialist cancer services at Mount Vernon Cancer Centre.

We are a major employer in Hertfordshire employing over 6,900 staff and are committed to the development of both current and future staff. This document aims to showcase how the Trust has embedded a culture of teaching and learning at every level and department across the organisation.

Activity Highlights for 2023



UH undergraduate students from 12 courses across School of Life and Medical Sciences and School of Health and Social Work

Our strategic priorities

Quality:

Consistently deliver quality standards, targeting health inequalities and involving patients in their care.

Thriving people:

Support our people to thrive by recruiting and retaining the best, and creating an environment of learning, autonomy, and accountability.

Seamless services:

Deliver seamless care for patients through effective collaboration and co-ordination of services within the Trust and with our partners.

Continuous improvement:

Continuously improve services by adopting good practice, maximising efficiency and productivity, and exploiting transformation opportunities.

Our values



Include

We value the diversity and experience of our community, colleagues and partners, creating relationships and climates that provide an opportunity to share, collaborate and grow together.



Respect

We create a safe environment where we are curious of the lived experience of others, seek out best practice and are open to listening and hearing new ideas.



Improve

We are committed to consistently delivering excellent services and continuously looking to improve through a creative workforce that feels empowered to act in service of our shared purpose.

Quality

Medical education

Undergraduate

For more than 20 years we have been a teaching hospital partner with University of Cambridge and University College London (UCL) offering clinical placements and clinical skills training to undergraduate medical students across the Trust.

We host over 100 medical students from UCL and almost 200 medical students from University of Cambridge on placement each year from years 4, 5 and 6 of their studies.

Postgraduate

Medical education doesn't end with graduation and the Trust currently employs 71 foundation year 1 doctors and 62 foundation year 2 doctors.

The two-year foundation course for all junior doctors allows for a structured transition from student to independent practitioner with ongoing teaching and support.

Physician Associate

Our Director of Medical Education played a pivotal role in the development and establishment of MSc Physician Associate training programme with the University of Hertfordshire.

This two-year intensive, clinically-focused course is designed to emulate medical training at a basic foundation level. The Physician Associate role brings new talent to the NHS. They increase the numbers of the medical workforce and provide quality care for patients.

They support clinical and ward teams by undertaking some procedures, adding to the skill mix.

Our first cohort started in 2017 and we have hosted students every year since.

Quote from a second year student

"I find the ward rounds really good for learning; working so closely with the consultant gives me an insight into his thought processes and the key things to remember."

"I'm also able to practice my clinical skills, assisting the nursing staff on the wards. I feel I'm contributing to the ward team and they are really supportive."

Widening participation

Over the last year we have welcomed more than 100 local young people into the Trust for work experience. Activities included Patient's Journey which shows how many NHS staff one patient will meet during their stay in hospital.

Our staff attended careers events at 16 local schools and

colleges raising awareness of the variety of careers available in the NHS.

Working with partners we have been able to expand the range of apprenticeships we can offer staff with our first occupational therapy degree apprentice starting at the University of Hertfordshire in September 2023.

We have worked hard over the past few years to embed the apprenticeship route to degree registered nurse.

Individuals can join the Trust as a clinical support worker and complete level 2 & 3 level apprenticeships to senior clinical support worker.

Staff then have a choice to join a 4 year degree nursing apprenticeship or 2 year trainee nursing associate apprenticeship with the option to top-up to degree registered nurse.

All routes enable staff to earn while they learn.

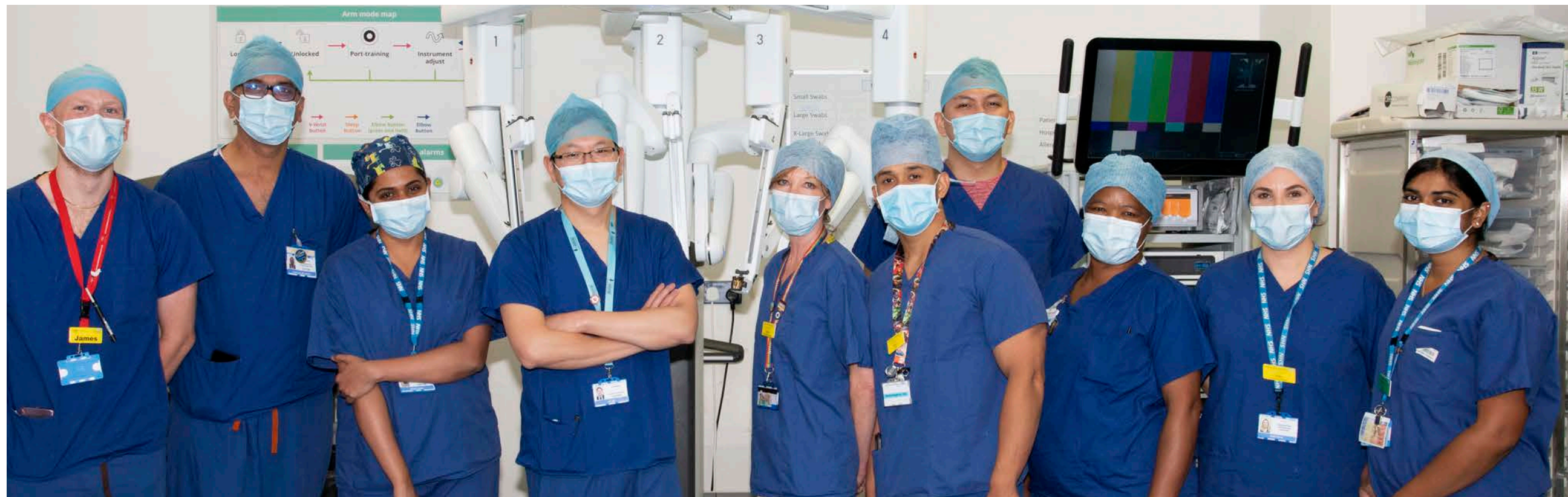
Knowledge and Library Services

The Trust is proud to support our learners with proactive, high-quality knowledge and library services. Staff and students have access to a range of electronic resources,

databases, books and journals online as well as 24/7 access to computer facilities, Wi-Fi and a space for quiet study and work at the Lister hospital site.

Face to face and virtual teaching sessions on searching evidence-based resources and

critical appraisal are offered to groups and individuals as well as eLearning courses on literature searching, health literacy, knowledge mobilisation, critically appraising the evidence and medical terminology.



Quality

Clinical skills

We use state of the art training facilities including simulation and virtual reality to deliver a comprehensive clinical skills training programme for medical students, junior doctors and trainee physician associates.

We are proud to work with our partners to teach students from year 4, 5 and 6 Cambridge Medical School; year 5 and 6 UCL Medical School and Physician Associates from the University of Hertfordshire.

We have developed a flexible timetable to fit around other training whilst meeting the requirements of the curriculum set by the universities. Teaching clinical skills effectively and ensuring all students are competent in clinical skills before treating our patients means safety is upheld in the Trust.

Student Deteriorating Patient Simulation Programme - These sessions are for the final year medical students from Cambridge and UCL whilst they are in their acute placement. They allow the students to run through acute deteriorations and treatments whilst safe in the knowledge that it is a simulation. Students also develop wider skills such as delegation, team working,

diagnosing and management skills as they work through the scenarios.

Foundation High Fidelity Simulation Programme - These sessions for FY1&2 doctors focus on the human factors that influence decision making in high pressured environments. They allow doctors to run through acute deteriorations and treatments for patients developing skills in resource management, delegation, team working, diagnostic and management skills as they work through the scenarios.

Our Clinical Skills and Simulation Training Team Lead, Stephanie Smith recognised by UCL Medical School in 2022 with both an Excellence in Medical Education award and Top Teacher Award for Year 6. Steph has also won numerous Name and Proclaim awards with student feedback including:

“Steph has been incredible our entire time here at Lister. Her teaching in sessions is always great, giving us really useful tips for clinical skills. She really has gone above and beyond and I know a lot of us are grateful to her for what she has done!”



“Throughout my time at Lister, the highlights have always been the clinical skills teaching which I believe are some of the best that we’ve had at medical school with Steph being the main deliverer of this! Thank you Steph!”



Thriving People

Partnership with the University of Hertfordshire

The Trust has a long-standing partnership with the University of Hertfordshire which was formalised in 2017 with the signing of a memorandum of understanding.

We work together to promote education, training, research and innovation.

Over the past year, students from 12 undergraduate courses from across the schools of Health & Social care and Life & Medical Sciences have been on placements within the Trust including the latest cohort of nursing students.

Our partnership will continue to grow with as major partners in the newly established University of Hertfordshire School of Medicine and their application to open an undergraduate medical programme to complement the existing postgraduate and public health programmes.

“Together, we have collaboratively designed and implemented a range of educational programs, spanning undergraduate, postgraduate, and short courses, all aimed at bolstering the capacity of the local and regional NHS workforce.

We have joined forces with the Trust in the establishment of a new school of medicine.

The collaboration between our institutions extends beyond education, encompassing joint clinical research projects and initiatives, along with shared posts and honorary appointments.

With the imminent launch of our medical school, this collaborative effort is poised to flourish and fortify in the years ahead.”

**Prof Zoe Aslanpour,
Dean of Medical School**

Preceptorship programme

Newly qualified nurses entering our workforce are enrolled on our preceptorship programme designed to give our staff the best chance to succeed from the start of their career. In January 2024 we had 119 preceptees at various stages of the programme.

We have recently added a preceptorship e-learning package to our online ENH Academy to enhance existing resources.



Our learners are supported by our clinical education team and receive peer support through our preceptor forum.

We are proud to have been awarded the preceptorship quality mark for our programme.



Akeem Fernandez won Preceptor of the Year award at the 2023 Nursing Times workforce awards.



Pathway to excellence

In July 2022 we became the second Trust in England to receive Pathway to Excellence designation.

Pathway to excellence is a nursing and midwifery excellence framework, aiming to create a positive practice environment where our staff can excel.

The programme is made up of three pathways which enables us to embed a culture of excellence, improving staff satisfaction and retention and improving outcomes for our staff, patients, families and the local community.

This pathway also contributes to the experience our students have when on placement in the Trust, ensuring an open and safe learning environment.



Skills based training

Our clinical education team provide skills training on a range of topics including cannulation, venepuncture, intravenous drug administration and nasogastric tube insertion.

These interactive sessions include classroom and practical elements designed to enhance staff proficiency and increase the quality of care provided.

In addition, we are always looking for innovative ways to bring training to our students and the clinical education team can be found travelling the wards with their 'Training on Wheels' trolley, supporting students across wards and departments.

This initiative has been shortlisted for a 2024 Student Nursing Times award.



Thriving People



"I joined the Trust as a Clinical Support Worker (CSW) in September 2014 after finishing sixth form.

I applied for the job as apprentice CSW as I remained keen to learn but I didn't know I wanted to be a nurse until I started!

I feel lucky to have worked for some great managers in the Trust who have supported me through my studies as well as the fantastic nurse education team.

It was not possible for me to go to university the traditional route and you can't be a nurse without a degree.

Not sure what I would be doing now without apprenticeships, but I wouldn't have the career and opportunities I have now!"

Apprenticeships

Staff have enrolled on apprenticeships such as chef, engineering and accountancy as well as occupational therapy, operating department practitioners, pharmacy technician and clinical scientist. We also have staff on senior leadership and mentoring apprenticeships and an established apprenticeships route from clinical support worker to degree registered nurse.

During 2023, 357 staff took part in apprenticeships on 24 clinical and non-clinical courses from level 2 GCSE/BTEC/NVQ2 equivalent to level 7 masters. This equates to approx. 5.2% of our workforce.



Our finance department have a long history of supporting apprentices from level 2 to level 7. Our current apprentices (pictured) are at different stages of their career; James

and Carson are about to start level 3; David is almost at the end of his level 4 AAT diploma in professional accounting; Priya (not pictured) is about to start her

level 7 CIMA apprenticeship whilst Louise has progressed to the management module.

Apprenticeships are embedded in the team giving fantastic opportunities for career progression.

Kirsty joined the team as a level 2 apprentice and is now mentoring the level 3 apprentices having completed her level 7 CIMA and is now a fully qualified management accountant in the Trust.



Thriving People



Leadership and Management

We support our current and future leaders with a comprehensive programme of leadership development, individual and team coaching and mentorship.

These range from bespoke programme design and 'bitesize' sessions to masters level 7 programmes.

These programmes have a local and regional catchment and utilise various access options including apprenticeships.

This is a combination of in-house provision by our People Team as well as programmes delivered across the Integrated Care Board

and with local and national partners including NHS Leadership programmes, RCN, Kings Fund and Ashridge Business School.

We also host trainees from the national NHS graduate management training schemes.



Consultant obstetrician Jasmine Leonce has accepted a prestigious position with NHS England as National Speciality Adviser for Maternity following completion of the Nye Bevan Leadership course.

"The Nye Bevan programme has given me the confidence and tools to be more impactful at a national level. I found my voice as an ethnic minority female and believe that I can make a difference. I have also felt supported, as I have developed meaningful connections that go beyond the programme."

Feedback from some of our current NHS Graduate Management Training scheme trainees

"I feel that I have significantly expanded my experience and skillset when it comes to HR management.

I have gained exposure of all of the teams and functions of HR which has given me the ability to view the whole picture and strengthen my strategic thinking skills.

I would definitely recommend this scheme if you are looking to gain leadership skills or learn more about the NHS and how it functions."

HR Graduate Trainee Meg

"I knew I wanted to work in the public sector but didn't see a route into the NHS with my background. The Scheme seemed like the perfect fit, and I loved the aspect of rotating and being able to try different roles.

The Trust has been very supportive. I am lucky to have a placement manager who is an alumna of the scheme and was placed here at ENHT - she has been very supportive.

I also have the amazing Connie Chambers, Trust Talent Management Lead, as my programme manager who has been guiding me every step of the way."

General management Trainee Luca

"I joined the scheme straight out of university, the GMTS has had a significant impact on my career.

I have had opportunities to get involved in various projects and initiatives that, as a graduate, I did not think I would get the opportunity to get involved in.

I have been really grateful for all of the support I have received during my time on the scheme at ENHT."

HR Graduate Trainee Lauren

Seamless Services



Advanced Clinical Practitioners

Our advanced clinical practitioners (ACPs) are embedded in services across the organisation. They are highly trained, highly skilled clinicians from wide ranging clinical professions with vast clinical experience.

The ACPs are transforming pathways for patients in many services across the Trust including, emergency medicine, acute medicine, general surgery, frailty, cancer services and critical care.

Developing opportunities to move into advanced practice roles has provided career development opportunities in clinical care, education, leadership, and research.

The ACPs are delivering care across pathways that supports improved patient outcomes, ensuring that care is delivered in the right place, at the right time, by the right clinician.

Independent Prescribers

Independent prescribers are a vital part of the workforce

in the Trust with almost 30 pharmacy prescribers working in wards and departments across the Trust. Ward based prescribing pharmacists help to improve patient flow by decreasing time between decision to discharge and patients leaving the ward.

Three of our optometrists also completed the independent prescriber course recently; this allows them to clinically assess a patient, establish a diagnosis, determine clinical management and prescribe for eye related conditions.

End of life care

The specialist palliative care education team works across the Trust to deliver timely education programmes to ensure staff feel confident in caring for patients at the end of life. The team works with partners in local hospices and the University of Hertfordshire deliver a seamless service for patients in the last year of life.

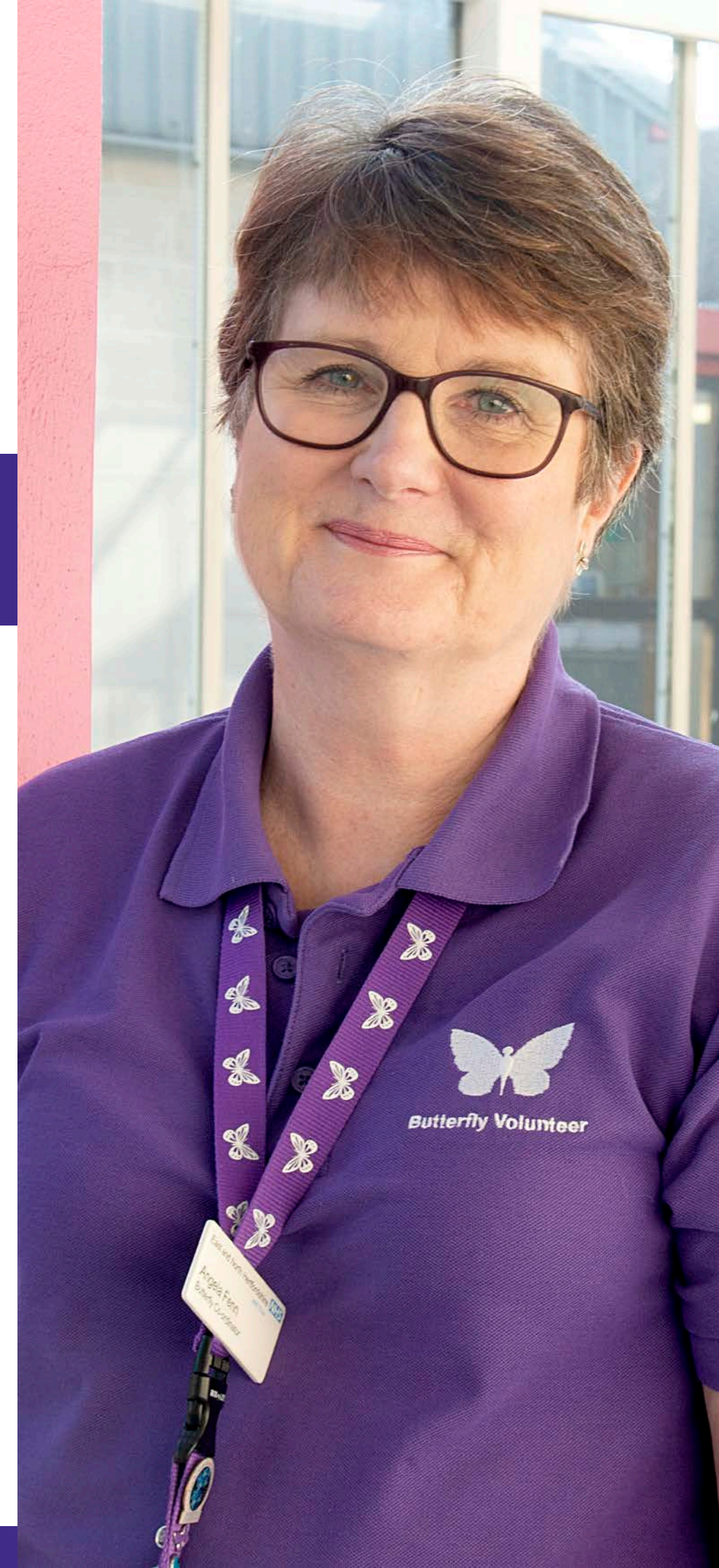
Compassionate Herts: Preparing student nurses for end of life care has been shortlisted for Student Nursing Times awards 2024 partnership of the year.

Or respiratory ward was the first in the Trust to gain accreditation in the Gold Standard Framework for best practice in the final year of life.

Our amazing Butterfly Volunteers

Our amazing, award-winning Butterfly volunteers sit with patients at the end of life. They advocate for patients and support families at this difficult time providing respite for family members and peace of mind that their relative won't be alone.

The volunteers join the wider palliative care team for weekly reflective journal clubs exploring topics such as safe opioid use, collaborative approach to managing patients in critical care and challenging decision making with ventilated patients.



Seamless Services

Internationally Educated Nurses

Our clinical education team is responsible for welcoming nurses and midwives educated abroad and working with them to complete their OSCE competency tests to prove fitness to practice in the UK and gain their PIN from the Nursing and Midwifery Council.

This intensive process takes approximately 8-9 weeks to prepare the nurses for the OSCE test and a maximum of 35 working days from exam to PIN.

We are also mindful of the welfare of these new staff members, and they are supported into our organisation and Hertfordshire life.

Throughout the year we celebrate the cultures of our diverse workforce including Philippines Independence Day on 12th June,

Windrush day on 22nd June where special menus were provided in the restaurant.

In addition, our Race Equity and Cultural Heritage (REACH) network is one of many active staff networks within the organisation.



Teaching Hub for Anaesthesia

There are three teaching hubs for anaesthesia trainees in the East of England and we are one of them.

This involves running courses on behalf of the Deanery including ENHANS novice simulation training for new trainees; tracheostomy simulation training for anaesthesia trainees and critical care nurses; airway simulation looking at care of the airway during anaesthesia and transfer training for anaesthesia trainees and critical care nurses on transferring critically ill patients.

Trust wide preregistration placements committee

Sitting as a subgroup of the Trust Education Board, the preregistration placements committee gives oversight of student placements ensuring that overall capacity for students is considered across all wards and departments.

The committee includes representation from medical education, nurse education, pharmacy, allied healthcare professionals and operational management.



Continuous Improvement

Near Peer Teaching

Our near peer teaching programme recruited junior doctors and final year medical students. They set up a learning community; were taught basic teaching theory including inclusivity and unconscious bias training and went on to deliver to fourth year students. Participants were also encouraged to undertake formal teaching courses such as PG Certificate in Education thereby nurturing their interest in teaching from the beginning of their medical careers.

Student feedback on this programme has been overwhelmingly positive and many of the junior doctors involved in the teaching programme received commendations and awards from UCL and Cambridge Medical schools.

Importantly, improving the learning environment has directly impacted patient care. Students wrote back to us in their F1 year to let us know how our teaching had directly helped their



Pilot site for new undergraduate Pharmacist Training

The Trust, in partnership with the University of Hertfordshire was chosen to be a pilot site for the new MPharm placement structure.

Changes to the curriculum mean more time spent on clinical placements and will ensure that pharmacists are certified independent prescribers by the end of their foundation year.

Rachel Holland, our pharmacy lead for education, training and workforce development is working with NHS England to ensure this new curriculum is embedded into the NHS in a sustainable way.

In July 2023, our medical director visited the University of Hertfordshire to tour their facilities including the pharmacy simulation suite {pictured below}.



Continuous Improvement

Shared decision making council

The Trust now has five successful shared decision-making council forums including: Research, Reward and Recognition, Staff Well-Being, coproduction and New Recruits.

The shared decision-making framework was developed in support of Chief Nurse for England's shared governance: collective leadership programme.

The framework helps all staff embrace that they are leaders, regardless of professional role

or seniority, recognising that 'everyone has the ability to influence and effect change.'

Our framework offers teaching to our preceptees, to share the purpose of shared decision making and teach them ways in which they can get involved and support a shared governance culture.

The benefits to shared decision making include increased staff engagement, autonomy, satisfaction and enjoyment at work.

The councils support improved experience and outcomes for both staff and patients as we increase the focus on quality and provide opportunities for staff and students to be part of the change process.

The research decision making council supports members to use research as a tool to develop their practice and encourages evidence-based practice as standard. The council gives space for reflection and allows staff and students to ask 'why'; to research the evidence and collaborate across teams to learn, improve knowledge and skills and to support decision making.



Leading the world... focus on Urology

Prof Nikhil Vasdev is a world leading robotic urological surgeon and teaches across the world including USA, Europe, Asia (India, Hong Kong and Thailand) and middle East.

Prof Vasdev is the Associate Medical Director for Cancer at the Trust and is co-director of the Royal College of Surgeons of England Robotic Urological Fellowship programme. He is Professor and Chair of Robotic Surgery at the School of Postgraduate medicine, University of Hertfordshire. Prof Vasdev is the Urology teaching lead for medical

students in the trust and has multiple research grants Robotic Surgery and Artificial Intelligence.

Prof Vasdev has also been chosen as section editor for the Gray's Surgical Anatomy text and will be editing the urology and pelvis section in the next edition due to be published in 2024. Written and edited by expert surgeons, Gray's Surgical Anatomy provides anatomical drawings and technical knowledge for the entire human body in a single volume.

It is read and referenced by doctors, surgeons and consultants globally. Speaking about his new editorial role, Professor Vasdev said

"It's a privilege to be selected for this very prestigious position and I am proud that some of amazing work that we do at the Trust is recognised internationally."

Continuous Improvement

Research and Innovation

At East and North Hertfordshire, we are proud of the contributions our amazing research and innovation teams have made (and continue to make) to raising standards of patient care locally, nationally and internationally.

Development of a new service

Our Gastroenterology team provide treatment to people with health issues of the digestive system including oesophagus, stomach and intestines.

The team created a novel approach to detecting oesophageal cancer through the innovative Cytosponge approach - a 'Sponge on a string' test that samples cells from the oesophagus without the need for gastroscopy (a tube into the stomach and previous standard of care).

The use of Cytosponge can help with early detection and treatment of oesophageal cancer with improved health outcomes and cost savings. It also offers a much quicker and patient-friendly approach when compared to gastroscopy.



Developing new knowledge

Anticoagulants (blood thinners) are used in some patients to reduce the risk of clots forming which can lead to stroke. However, these medications can significantly increase the risk of bleeding.

Our Cardiology team were the highest recruiters for two research studies which identified the optimum use of a new anticoagulant (Asundexian) in patients with atrial fibrillation (irregular and often abnormally fast heart rate).

Development of new treatments

Thanks to the oncology research team, Mount Vernon became the first cancer centre in the UK to treat a patient with Trodelvy, a new treatment for metastatic triple negative breast cancer.

Cancer patient Carly Francis, said:

"I'm incredibly grateful to the team who acted so quickly to enable me early access to this new treatment."

Enhancing the delivery of a service

Patients whose kidneys do not work properly have a procedure known as dialysis to remove waste products and excess fluid from the blood.

Our renal research team found that frequency of treatment can safely be reduced in some patients, preserving a patient's renal function and improving outcomes. The team also found that

conservative management is a viable alternative to dialysis in patients in frail older patients reducing time spent in hospital and improving quality of life.

Embedding research for all patients

As a research active organisation we want to see research embedded as an expectation and we achieved this within our maternity services.

Group B Streptococcus (GBS) is a bacterium present in the vagina of approximately 1 in 4 pregnant women.

Giving women antibiotics in labour reduces the risk of their babies developing GBS infection but it is not routinely done.

As part of a research study our maternity service offered GBS3 testing to every pregnant woman. Over 3,000 women took up this offer.



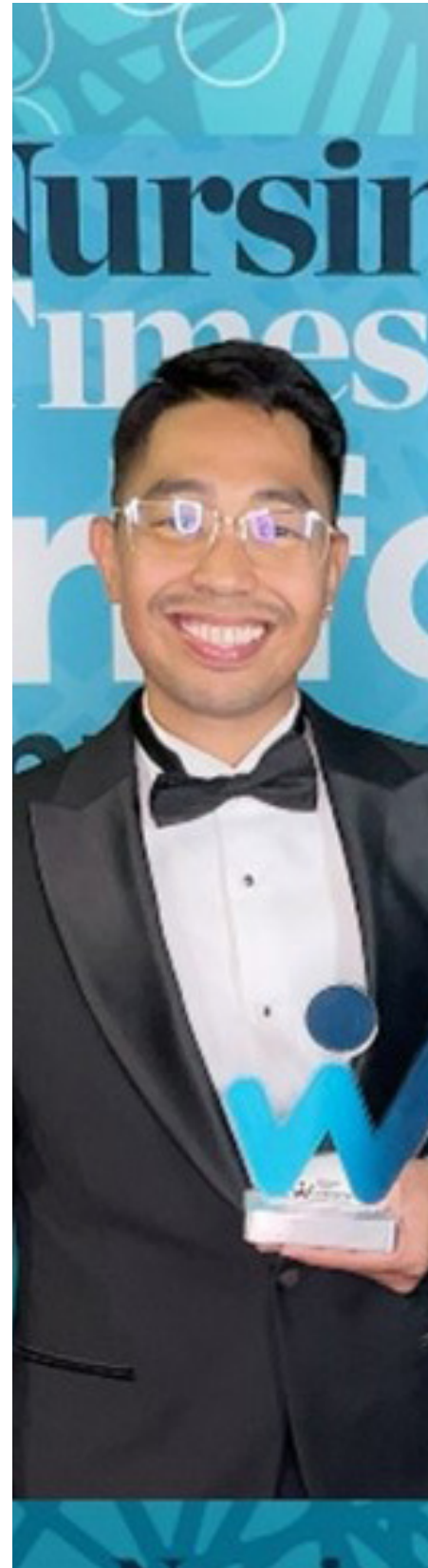
Award winners

Our fantastic staff have been recognised for their work in teaching excellence!

Our medical education team has a long history of winning UCL Excellence in Medical Education awards, here are a few of our most recent winners!

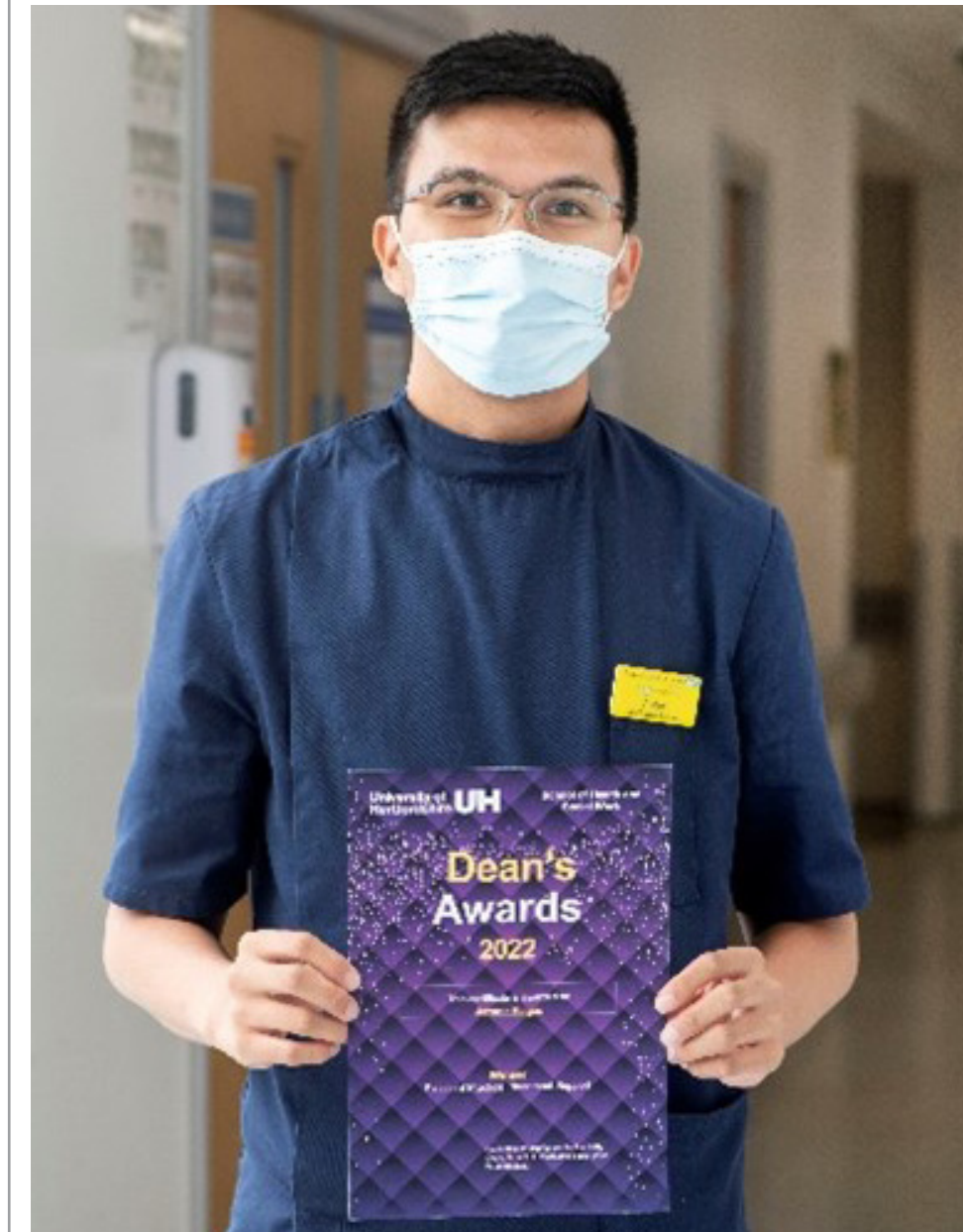


Success for our clinical education team at the 2023 Nursing Times Workforce Awards: Akeem Fernandez wins preceptor of the year with Jerome Alagao shortlisted for Practice Educator of the Year and Jethro Conde shortlisted as overseas nurse of the year!



Catherine Morgan, Nurse Education Facilitator, was nominated for a DAISY Award for her work to support overseas nurses completing their OSCE registration to enable them practice in the UK.

Jerome Alagao, our Pre-registration Lead Practice Facilitator was awarded a Dean' Award for Clinical Excellent Practice Placement from University of Hertfordshire



Georgina Warwick won a Daisy Award for "always going above and beyond for her patients, fellow colleagues, and students" Her work also saw her shortlisted in the prestigious Student Nursing Times Awards 2023 under the category 'Practice Supervisor of the Year', for her outstanding mentoring and supervising role in student nurses' training during clinical placements



#ProudToBeENHT