

WOLFSON ECONOMICS PRIZE 2021

IN PARTNERSHIP WITH

**Policy
Exchange**

GUIDE FOR ENTRANTS



THE PRIZE QUESTION

**TO WIN THE £250,000 PRIZE,
ENTRANTS MUST ANSWER THE
FOLLOWING QUESTION:**

HOW WOULD YOU
DESIGN AND PLAN
NEW HOSPITALS TO
RADICALLY IMPROVE
**PATIENT EXPERIENCES,
CLINICAL OUTCOMES,
STAFF WELLBEING AND
INTEGRATION WITH
WIDER HEALTH AND
SOCIAL CARE?**

FOREWORD FROM LORD WOLFSON OF ASPLEY GUISE



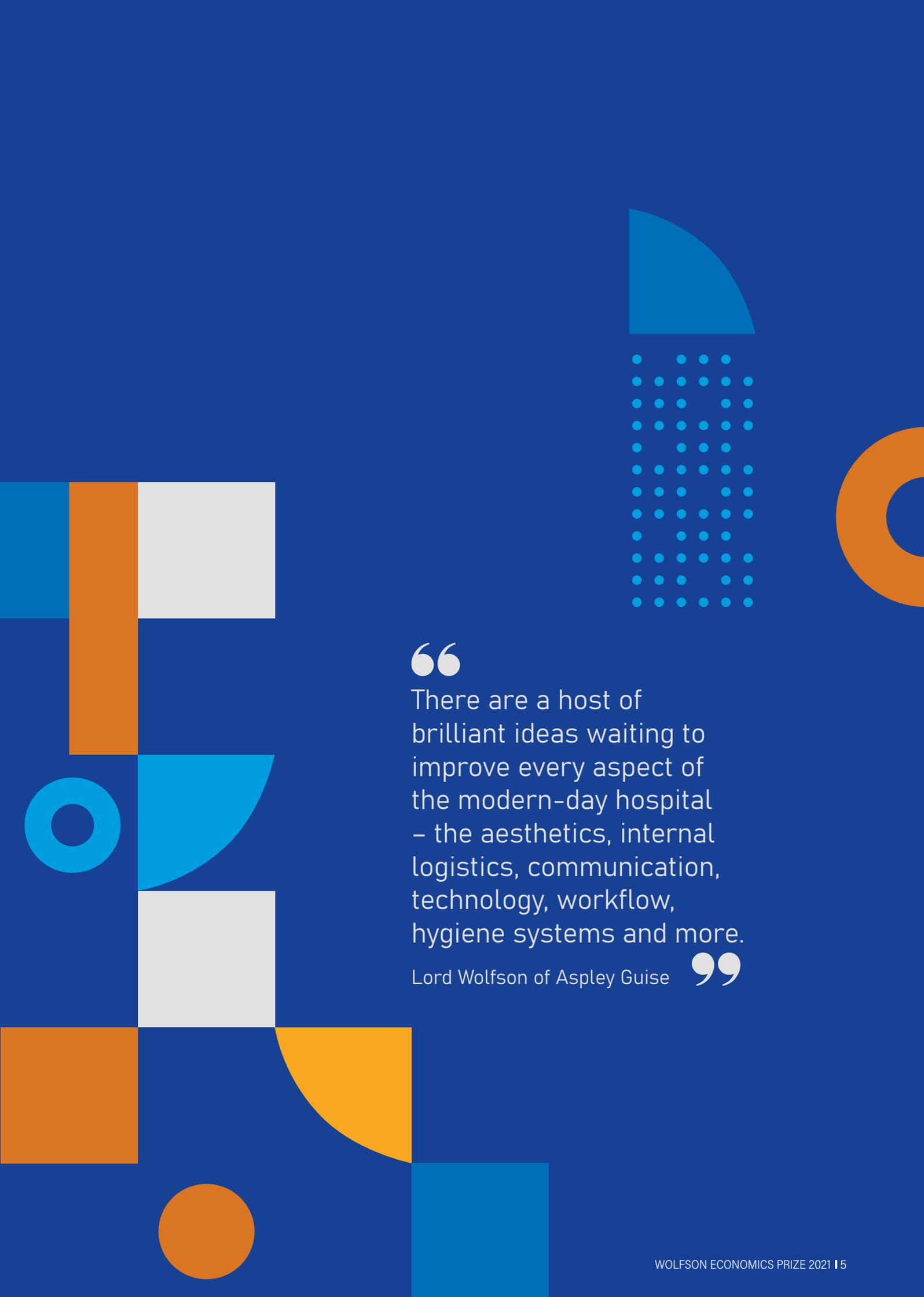
Thank you for taking an interest in the 2021 Wolfson Economics Prize, delivered in partnership with Policy Exchange.

The Prize seeks out new ideas and challenges orthodoxies in economic policy-making. From asking how we can rethink road building, deliver more homes, and reform currency unions, the Wolfson Economics Prize seeks answers to complex issues facing society. There is no charge for entry, and anyone can win this open and ambitious competition.

The experiences of the last year have brought the physical state of our hospitals into sharp focus. But these are deep-rooted issues. For too long, too many patients have been treated – and medical staff have worked – in outdated buildings, where the design, facilities and lack of technology hinder the provision of the best clinical care. And as the opportunities (and costs) of modern healthcare inexorably increase, the provision of effective care will become an increasingly important economic question for governments across the globe.

We now have a generational opportunity to improve the provision of healthcare. Through the work of our family's Charitable Trust, in a small way, I have seen how better design can radically improve the experience and outcome of medical care. There are a host of brilliant ideas waiting to improve every aspect of the modern-day hospital – the aesthetics, internal logistics, communication, technology, work flow, hygiene systems and more.

We seek to establish a new benchmark for hospital design and style, drawing on innovation from around the world, to help create hospitals that work better for patients, their staff and the communities they serve. It is a hugely exciting opportunity and I wish you good luck for your entry.



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Lord Wolfson of Aspley Guise

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We hope our varied professional backgrounds, representing the clinical, architectural, financial and management elements of a well-functioning hospital, mean that we can interrogate and assess entries from a range of perspectives.

Lord Kakkar, Chair of Judges

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INTRODUCTION FROM THE CHAIR OF THE JUDGES, LORD KAKKAR



On behalf of the five Judges, I would like to thank you for your interest in the Wolfson Economics Prize.

The topic for this year's Prize – on how design can improve healthcare – is undoubtedly vast and ambitious. We hope our varied professional backgrounds, representing the clinical, architectural, financial and management elements of a well-functioning hospital, mean that we can interrogate and assess entries from a range of perspectives.

All of us agree that modern hospitals are being designed and planned in the midst of three transformations: changes in technology, including new diagnostics and health data; changes in the model of care, with more focus on multi-disciplinary and coordinated working; and finally changes in the service user, with the profile of a regular patient increasingly older, frailer and with more complex needs.

Grasping the interplay between these factors is fundamental to a successful healthcare system. Hospitals represent just one element of the wider system but they are at the heart of an effective care network, a centre of learning and of course a major employer. And whilst NHS hospitals to date have been built largely to treat chronic illness, we must seize opportunities for hospitals to be centres for promoting health and preventing disease, as well.

My fellow Judges and I want to see visionary ideas which challenge the status quo. Please do not feel constrained by scale – regardless of whether your proposal addresses the ergonomics of wards or the design of a whole hospital campus – it just needs to be compelling, impactful and deliverable.

We look forward to reading your entries.



THE PRIZE GUIDANCE

PRIZE QUESTION

How would you design and plan new hospitals to radically improve

- ① patient experiences,
- ② clinical outcomes,
- ③ staff wellbeing and
- ④ integration with wider health and social care?

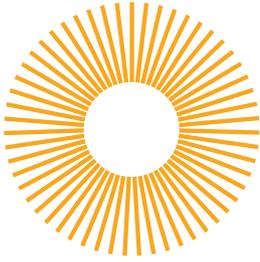
Entrants are asked to explore this question in detail in a submission of up to 10,000 words (plus a non-technical summary of 1,000 words). Entrants can also include charts, drawings, maps, tables, links to multimedia assets, etc. and are welcome to add Appendices containing ancillary material.

Entries should be unconstrained by scale: **it is equally acceptable to focus on one element of the hospital as to consider the facility in its entirety.** However, in preparing their responses, entrants are strongly encouraged to show how their submission can address the following:



① PATIENT EXPERIENCES

Entrants are encouraged to identify specific issues in the current hospital model and then propose solutions which will lead to improvement in the experience of patients and visitors. For example, how does effective ward and room design minimise noise, reduce stress and maintain dignity whilst ensuring patients do not become isolated? How could greater use of green space and planting accelerate recovery times? To what extent does the aesthetic appearance of a hospital matter to the end user, and if so, how might it be enhanced?



2 CLINICAL OUTCOMES

Submissions should demonstrate how effective design and planning can underpin improved clinical outcomes. For example, would the physical separation of emergency and non-urgent elective surgery benefit both groups of patients? What types of facilities would be required to make this feasible within the NHS? We also know that technological advances such as robotics, artificial intelligence and remote medicine are changing the way in which care is delivered and cannot be ignored. How will new clinical services and techniques impact on future hospital design? Does modular design offer an answer? Is it possible to plan for the unknown? We would also welcome suggestions that improve infection control in hospitals and enhance patient safety.



3 STAFF WELLBEING AND PRODUCTIVITY

There is evidence that a well-designed and functioning building can assist staff to perform in their roles. Designing floorplans so that doctors and nurses can move through the hospital with ease, incorporating communications and monitoring equipment as part of the build stage, and introducing on-site laboratory facilities to fast-track results are some examples of this. Alongside delivering against its primary functions, hospitals must also be welcoming work environments. This encompasses a range of considerations for staff, including transportation links, the availability of shower and locker facilities and access to green spaces. We also need to acknowledge that hospitals are 24hr buildings. How can we ensure that the hospital workforce has access to high quality food and rest facilities throughout the day and night?



4 CONNECTION TO THE WIDER HEALTH AND SOCIAL CARE INFRASTRUCTURE

The benefits of a well-functioning hospital are not restricted to the site alone. We would welcome submissions which explore how planning can achieve better integration between hospital-led and non-hospital NHS and social care services. As the boundaries between primary, secondary and tertiary services increasingly blur, do we need to rethink the notion of a hospital as a building and instead re-define it as a set of services? Another approach could look beyond the commissioning of services, and instead assess the role of hospitals as anchor institutions which foster knowledge sharing, such as through co-location with science and research. Is it feasible for hospitals to become centres of prevention as well as cure – moving our health system from orientating solely around managing illness towards promoting health?

Alongside the four priorities listed above, the Judges would welcome ideas which can be delivered in an environmentally sustainable way.

We want to emphasise that this document is merely a guide. Entrants should be emboldened to think radically about what the hospital should be in the decade ahead. The Judges welcome entrants from anywhere in the world but are seeking solutions which could be applied to the health service in the United Kingdom. We encourage submissions from all parts of the community and would particularly welcome submissions from cross-disciplinary teams.

Detailed financial modelling is not expected, but submissions should nonetheless demonstrate how their idea(s) could be delivered within a normal capital envelope for new hospitals, or alternatively quantify the benefits of exceeding normal budgets.

THE PRIZE TEAM



**Rt. Hon. Professor
the Lord Kakkar PC**
Chair of the Judging Panel

The Rt. Hon. Professor the Lord Ajay Kakkar PC is Professor of Surgery, University College London, Chairman of UCLPartners Academic Health Science Partnership and Director of the Thrombosis Research Institute London.

Lord Kakkar completed his medical degree at King's College London and received his PhD from Imperial College London. His research interests include the prevention and treatment of venous and arterial thromboembolic disease and cancer associated thrombosis.

Lord Kakkar was created a Life Peer in 2010 and sits on the crossbenches of the House of Lords. He was Chairman of the House of Lords Appointments Commission from 2013–2018. He is Chairman of the Judicial Appointments Commission and was appointed a member of Her Majesty's Most Honourable Privy Council in 2014. He serves as Chairman of The King's Fund and Chairman of UK Biobank.



Dr. Brian Donley
Judge

Dr. Brian Donley is CEO of Cleveland Clinic London – a 184 bed acute hospital, with 29 ITU beds, opening in January 2022. Cleveland Clinic will also open a state of the art outpatient building in central London in September 2021.

Prior to this appointment, Dr. Donley was Chief of Staff and Chief of the Clinical Enterprise for the Cleveland Clinic Health System. Previously, he served as President of Regional Operations for the Cleveland Clinic Health System.

Dr. Donley is Professor of Surgery at the Cleveland Clinic Lerner College of Medicine and Fellow of the Royal College of Surgeons. He attended the University of Notre Dame and graduated with Distinction from the University of Michigan Medical School. He completed the Advanced Management Program at Harvard Business School.



**Dame Elaine
Inglesby-Burke CBE**
Judge

Dame Elaine Inglesby-Burke is a non-executive director at the National Institute for Health and Care Excellence (NICE) and former Group Chief Nursing Officer at Salford Royal Hospital and the Northern Care Alliance Group, with over forty years' experience and service in the NHS.

Nationally, she has been recognised as an advocate for patient safety and safe nurse staffing. She was a member of the Nursing and Care Quality Forum and was an influential voice on the Berwick National Advisory Group on the Safety of Patients in England.

In 2015, she was awarded a CBE for services to nursing and in 2019, NHS England's first national Chief Nursing Officer's (CNO) Gold Award for Nursing. In 2020, she was awarded a Damehood in the Queen's Birthday Honours List.



Dame Laura Lee
Judge

Laura began her career working as a clinical nurse specialist in Edinburgh, where she administered chemotherapy to Maggie Keswick Jencks, before becoming the first Chief Executive of Maggie's, a role she continues to the present day. Laura shared Maggie's vision of a cancer support centre housed in a non-clinical and uplifting environment where anybody affected by cancer could visit to access practical information, psychological and emotional support to help them build a life beyond a cancer diagnosis. There are now 26 centres with plans for future centres both in the UK and overseas. In 2016 Laura was awarded an Honorary Degree of Doctor from Queen Margaret University, and in 2019 was awarded a Damehood in the Queen's Birthday Honours list.



Robert A.M. Stern
Judge

Robert A.M. Stern, practicing architect, teacher, and writer, is the Founder and Senior Partner of the internationally acclaimed Robert A.M. Stern Architects, a firm with an extraordinarily diverse portfolio that has been pivotal in reintroducing respect for tradition to contemporary practice. Mr. Stern served as Dean of the Yale School of Architecture from 1998 to 2016, and in 2017 was honoured with the Topaz Medallion, awarded jointly by the American Institute of Architects and the Association of Collegiate Schools of Architecture in recognition of outstanding service to architectural education. He was the 2011 Driehaus Prize laureate and in 2007 received the Athena Award from the Congress for the New Urbanism. Mr. Stern and his firm have designed numerous buildings across the United States for healthcare and healthcare professional education.



Nigel Wilson
Judge

Nigel joined Legal & General in 2009 as Group CFO, appointed Group CEO in 2012.

He is a current advisor to the Government's Social Care Green Paper and Life Sciences Industrial Strategy Implementation Board and is Chair of the Bank of England's Climate Financial Risk Forum, Innovation Working Group.

Nigel was a member of the Prime Minister's Business Advisory Group (2015-2016), Chairman of the Investment Association's review of Executive Pay (2016-2017) and the Government's review of Mission Led Business (2016- 2017). He was also a member of the Government's Patient Capital Review Industry Panel (2017-2018) and Commissioner in Resolution Foundation's Intergenerational Commission (2017-2018).



Lord Wolfson
Founder

Simon Wolfson graduated with a law degree from Trinity College, Cambridge.

He started working for Next in 1991 as a Sales Assistant and joined the Board as Sales and Marketing Director in 1997. In 1999 he was made Managing Director and was appointed Chief Executive in August 2001. Since he became Chief Executive Next shares have outperformed the FTSE 100 index by more than 500%.

Simon has always had an active interest in economics and politics and was created a Peer in May 2010.



Robert Ede
Prize Director

Robert is Head of Health and Social Care at Policy Exchange, and an award winning healthcare policy specialist.

He joined Policy Exchange following seven years in consultancy during which Robert advised private and third sector organisations, developing a specific interest in NHS estates policy. He has degrees from the University of Oxford and the University of Exeter.



WOLFSON ECONOMICS PRIZE 2021 RULES



GENERAL *Last updated 26 April 2021*

1. The Wolfson Economics Prize (“the Prize”) will be awarded to a Winning Entrant whom in the opinion of the Judges submits the best answer to the Prize Question in accordance with these Rules.
2. The Prize Question is: “How would you design and plan new hospitals to radically improve patient experiences, clinical outcomes, staff wellbeing, and/or integration with wider health and social care?”
3. The Prize is £250,000. Other Runner-Up and Additional Prizes may be awarded. All prizes will be awarded in British pounds sterling.
4. The Prizes are funded by the Charles Wolfson Charitable Trust (“the Trust”), which has appointed Policy Exchange to run a competition to award them.
5. Policy Exchange has appointed a panel of Judges (“the Judges”) to shortlist submissions and award Prizes, and a Prize Director to administer the Prize and ensure that the competition is administered fairly and according to these Rules. Policy Exchange may at its discretion appoint further Judges during the course of the competition.
6. The competition is free to enter.
7. Joint submissions are welcome (subject to Rule 10(b) below) and Entrants are free to call upon any expertise at any time in the development of their submissions. Publicity relating to any winning submission will give credit to all those identified as having developed it.
8. The competition is open to everyone, except the Judges and their employers, and the employees, Trustees, and contractors of any organisation named within these Rules, and the families of those persons. In any cases of doubt about eligibility to enter, the Prize Director may be consulted and his ruling is final.

PRIMARY SUBMISSIONS

9. A person wishing to enter the competition (“the Entrant”) to win the Prize should submit a Primary Submission which must:
 - (a) aim to answer the Prize Question;
 - (b) be in the form of an anonymised (as far as reasonably possible) single document comprising:
 - (i) a Non-Technical Summary of 1,000 words or less; plus
 - (ii) a main submission of 10,000 words or less (footnotes, diagrams, charts, pictorial material, maps, spreadsheet outputs, financial modelling and tables are permitted and will not count towards this word limit; Appendices containing further ancillary material of any kind are also permitted and will not count towards this word limit (but see Rule 13 on how the Judges will treat Appendices)); plus
 - (iii) the Entrant’s reference code (to enable anonymisation). This code should be the last six digits of the mobile number of the person submitting the entry and should be displayed clearly on the footer of the cover page of both your entry and non-technical summary. For example, with a mobile number of 07771234567, the entry code would be 234567.
 - (c) be submitted electronically via the entry form, which is accessible on the Policy Exchange website, www.policyexchange.org.uk/wolfsonprize. Entrants must attach their anonymised entry in both PDF and Microsoft Word format, and must provide contact information.
 - (d) be received by Policy Exchange by 1700hrs BST (1800 GMT) on Friday 18 June 2021;
 - (e) be in English;
 - (f) have numbered pages;
 - (g) be presented on A4 size pages (oversize maps and diagrams will not be accepted);
 - (h) contain nothing that is defamatory or indecent.

10. In submitting a Primary Submission, the Entrant:

- a) agrees to be bound by these Rules and warrants that his/her Submission meets the conditions set out in these Rules;
- b) (in the case of joint Submissions from more than one person or organisation) warrants that he/she has been nominated by all of the contributors to that Submission to be the person nominated to be paid the Prize in the event that the Entrant's Submission is the winning Submission;
- c) warrants that: (i) as at the date of the Submission the Submission is the original work of the author and has not been copied wholly or substantially from any other work or material or any other source; (ii) the author is the sole legal and beneficial owner of the Submission in its entirety, references to past original works excluded; (iii) the author has not assigned or licensed and will not assign or license any of the rights in the Submission until the competition has concluded and a winner has been announced; (iv) the author is unaware that the Submission infringes any rights of any third party;
- d) warrants that they are eligible to enter the competition;
- e) indemnifies Policy Exchange, the Trust, the Judges, the Prize Director and all other persons associated with the administration of the Prize against any legal action arising from a false, incomplete or misleading warranty given in accordance with these Rules;
- f) agrees that the Entrant may be contacted by the Prize Director or Policy Exchange to provide information in connection with the Prize both during and after the competition.

11. The Prize Director reserves the right to use online plagiarism checks. Any Submission judged to have plagiarised other work or is otherwise in breach of the aforementioned warranties will be disqualified.

12. Primary Submissions which do not meet the conditions set out in Rules 9 and 10 will not be eligible for the Prize and will be disqualified.

SECONDARY SUBMISSIONS

13. The Judges, with the assistance of the Prize Director and Policy Exchange, will shortlist a number of Primary Submissions drawn from all such Submissions. The Judges reserve the right not to consider any Appendices attached to the Primary Submissions in devising the shortlist.

14. The Prize Director will write to Entrants who are successfully shortlisted, inviting them to elaborate on their Primary Submissions by submitting a Secondary Submission.

15. Secondary Submissions must:

- (a) aim to elaborate upon the answer provided to the Prize Question by the Entrant's Primary Submission;
- (b) aim to answer any supplementary, additional or clarificatory questions posed by the Judges to Entrants invited to submit Secondary Submissions (and such questions may be different for different Entrants);
- (c) meet the conditions set out in Rules 9 and 10 above as if they were interpreted to apply to Secondary Submissions rather than Primary Submissions, except that Secondary Submissions must instead:
 - (i) be 25,000 words or less (and a Secondary Submission may repeat wholly or partly the Entrant's Primary Submission);
 - (ii) be submitted electronically as two attachments (the entry in PDF format, and the entry in Microsoft Word) to an email with a total size of no more than 20MB which should be sent to the Prize Director at Robert.Ede@policyexchange.org.uk (hard copy submissions will not be accepted);
 - (iii) be received by 1700 BST (1800hrs GMT) on Friday 15 October 2021.

16. In submitting a Secondary Submission, Entrants agree (if requested) to present their Secondary Submissions to the Judges and/or to an organised event in person and to the public broadcast of such presentations.

WINNING ENTRANT

17. The Judges will read each of the Secondary Submissions and decide the Winning Entrant from among those Submissions on merit. The Judges' decision is final.
18. Should the Judges conclude that no Secondary Submission is of suitable standard, the Judges reserve the right not to award the £250,000 Prize.

OTHER PRIZES AND PRIZE CONDITIONS

19. All Entrants who submit Secondary Submissions but who do not win the £250,000 Prize will receive a Runner-Up Prize of £10,000.
20. Judges will have the discretion to award Additional Prizes from a fund of £5,000 to recognise Entrants whose Submissions address aspects of the Prize Question in particularly innovative, creative or otherwise outstanding ways.
21. Policy Exchange will make reasonable efforts to contact and pay Prize winners, but does not undertake to contact unsuccessful Entrants. Prizes which have not been paid (despite reasonable efforts) within six months of the announcement of the Winning Entrant will be withdrawn and returned to the Trust.

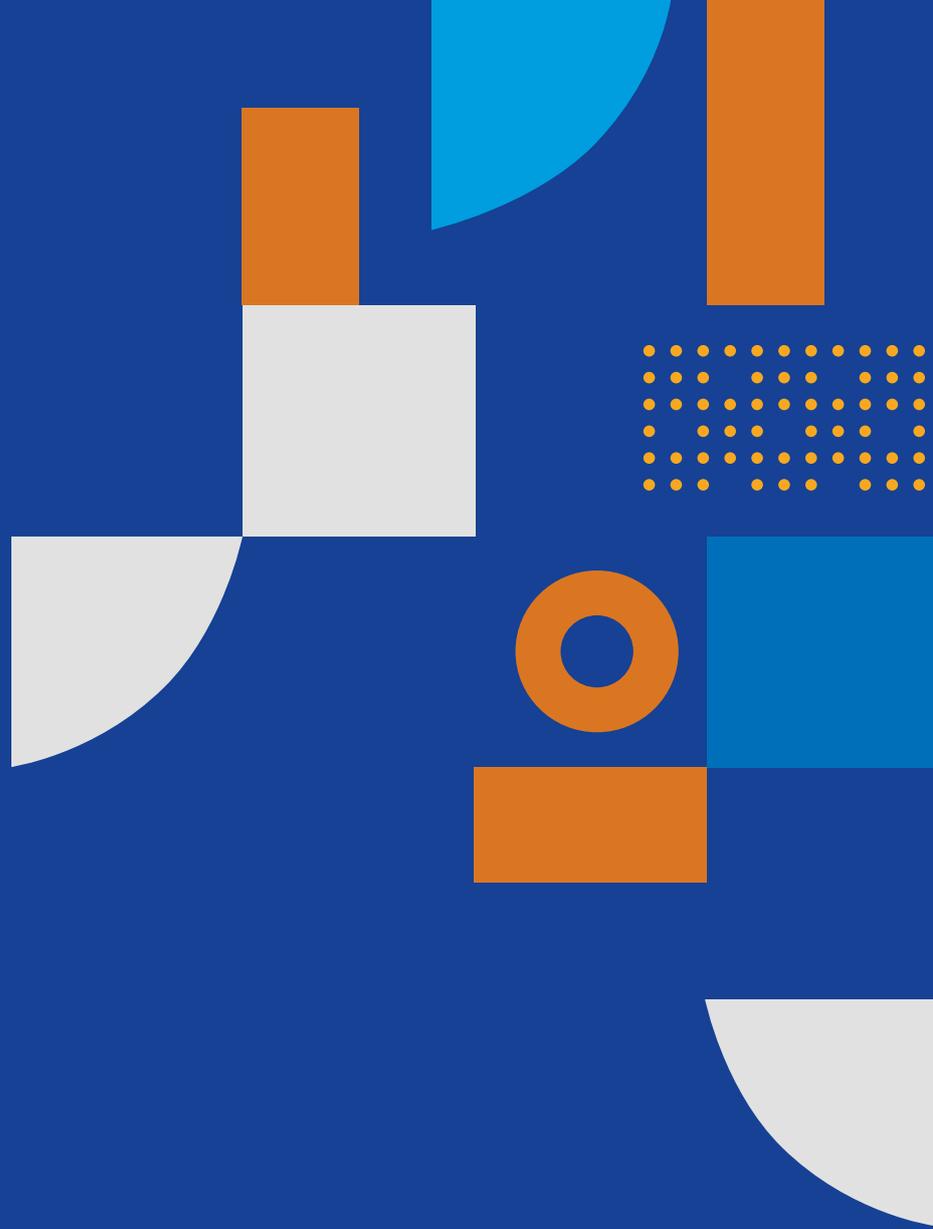
INTELLECTUAL PROPERTY, PUBLICITY AND PUBLICATION

22. In entering the competition, Entrants:
 - (a) retain copyright over their Submissions, but agree to grant Policy Exchange a permanent non-exclusive license of all copyright and rights in the nature of copyright subsisting in Submissions in any part of the world to which the Entrant is, or may become entitled; pursuant to which Policy Exchange may in perpetuity reproduce and publish a Submission in whole or in part in any form at any time provided always that Policy Exchange will duly acknowledge the Entrant;
 - (b) agree to their names being made public, and agree to make themselves available for reasonable publicity, marketing and promotional purposes, whether or not their entries are shortlisted or win the Prize.
23. The award of a Prize to, or the publication of, any Submission is not necessarily an endorsement of the contents of that Submission by the Prize Director, Policy Exchange or the Trust.
24. Entrants may publicise at any time the fact that they plan to submit or have submitted a Primary Submission, been shortlisted and invited to submit a Secondary Submission, or won a Prize. Entrants are encouraged to inform the Prize Director of any publicity they receive or plan to seek.

RULES INTERPRETATION AND AMENDMENT

25. In the event of a dispute, the Prize Director's ruling on the interpretation of these Rules (having consulted the Judges) is final.
26. Policy Exchange reserves the right to amend, supplement or clarify these Rules at any time (including changes to deadlines and characteristics of Submissions) upon the recommendation of the Prize Director. Up to date Rules will be published on the Policy Exchange website. The consent of the Trust must be secured for any substantial change to these Rules which is likely to affect the Trust's objectives for the Prize (including any material change to the Prize Question, or to the size or basis of distribution of Prizes).
27. The Prize Director may from time to time publish additional guidance for potential or actual Entrants on the Policy Exchange website.

WOLFSON ECONOMICS PRIZE 2021



Further information and updates will be available at:

www.policyexchange.org.uk/wolfsonprize

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#WEP2021 | #FutureHospital

Contact the Prize Director

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