



Great Western Hospitals  
NHS Foundation Trust

# Annual Members' Meeting 2021

Liam Coleman, Chair

# Welcome to our Annual Members' Meeting

## Format and housekeeping

- This is a 2 hour meeting
- Please use the live chat in MS Teams for any questions but no personal or confidential information
- Please keep yourselves on mute during the call unless invited to speak



# Agenda

## Chair's Welcome

Liam Coleman, Chair

## Introduction to the Executive Team

Kevin McNamara, Chief Executive and Executive Directors will give an overview of their ambitions for the Trust.

## Financial Review 2020/21

Simon Wade, Director of Finance and Strategy

## Review of the year 2020/21 and look ahead 2021/22

Kevin McNamara, Chief Executive and Executive Directors

## Report from the Lead Governor

Pauline Cooke, Lead Governor

## Questions from members of the public

To receive and consider any questions submitted in advance or at the meeting, through the Chair.



Great Western Hospitals  
NHS Foundation Trust

# Our Finances

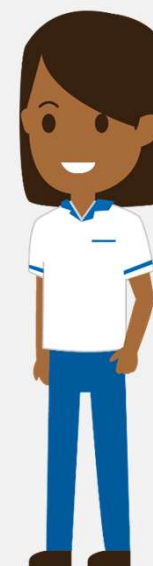
Simon Wade, Director of Finance and Strategy

# Headlines

2020/21

|                      |                    |
|----------------------|--------------------|
| Plan                 | £3.829m deficit    |
| Out-turn             | £0.028m* surplus   |
| Variance from Plan   | £3.857m favourable |
| Payment of Suppliers | 92% within 30 days |
| Cash Balance         | £21.6m             |
| CIP delivery         | £1.637m            |

\* Excludes technical adjustments for donated assets





# Income / Expenditure Summary

2020/21

**£418.9m**  
**Total Income**

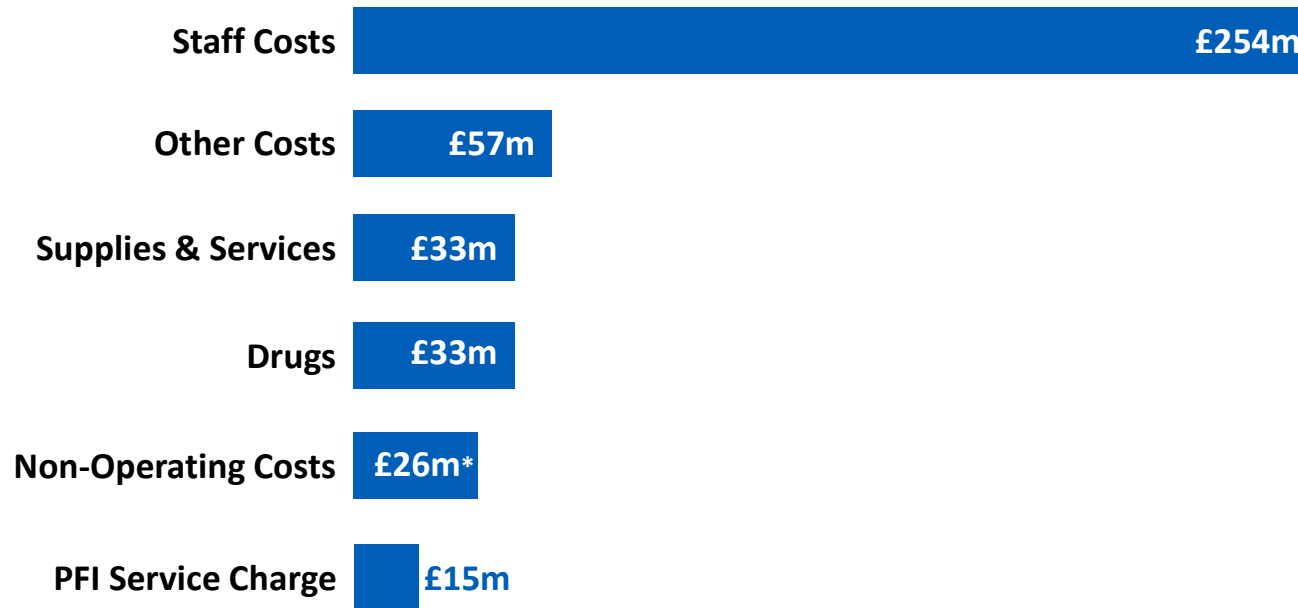
**£361.9m** +  
related to patient care  
activity

**£30.0m** +  
of operating income not  
related to patient care

**£26.9m**  
of other operating income  
relating to reimbursement  
and top ups

# How we spend our money

£418.8m Expenditure | 2020/21



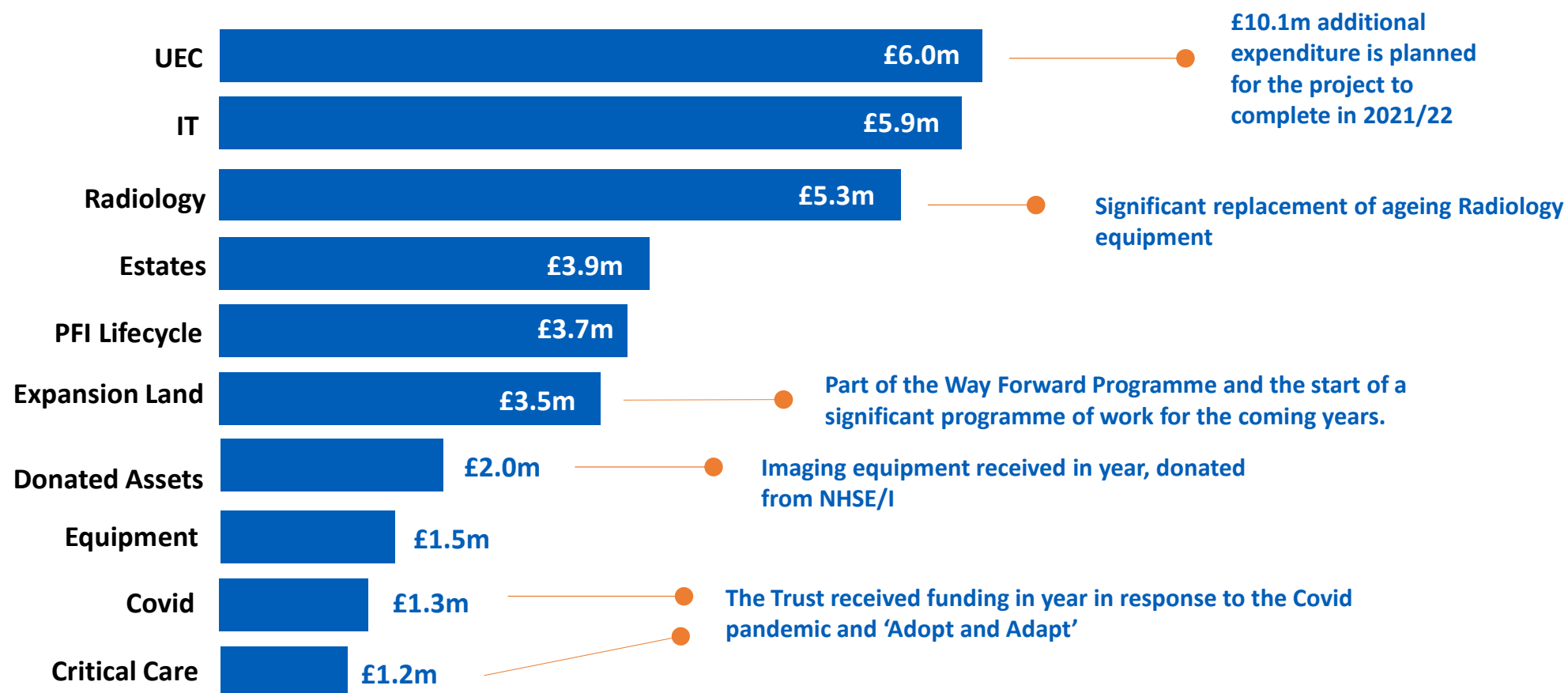
\* Excludes technical adjustments for donated assets

We spend £1.2m  
every day to  
provide services.



# Capital Programme

2020/21





# Income / Expenditure Summary

**£171.99m**

Total Income (as at M5)

- £161.4m relates to patient care activities with a further £10.5m of operating income

**£171.95m**

Total Expenditure (as at M5) **which leads to an overall position of £0.04m surplus**

- £103.5m relates to pay, £56.0m relates to non pay and £12.4m to non operating costs .

Excludes technical adjustments for donated assets

2021/22

The financial regime for 2021/22 is split across the first and second halves of the year. For H1 Trusts have received financial support from NHS E/I to achieve a break even position. Confirmation of the regime and financial envelopes for H2 is expected late September 2021.

# Capital Programme

2021/22 Plan

UEC **£10.1m**

Way Forward Programme **£9.7m**

IT Infrastructure **£3.0m**

IT Replacement **£3.0m** Includes Pathology LIMs, PathLake and PAS replacement as well as general IT replacement requirements

Energy Centre **£2.3m**

Equipment Replacement **£2.0m** Includes £0.5m contingency being held centrally

Aseptics **£1.9m**

PFI Lifecycle **£1.7m**

Estates **£1.6m** Includes £0.5m additional funding to complete Oxygen project



Great Western Hospitals  
NHS Foundation Trust

# Annual Members' Meeting 2021

Kevin McNamara, Chief Executive, and the Executive Directors

# Who we are and what we do

We provide high quality healthcare from the Great Western Hospital, at Moredon and Abbey Meads primary care surgeries, and community healthcare in clinics and people's own homes across Swindon.

- 4,800 staff across primary, secondary, and community services
- 400 volunteers providing 3,500 invaluable hour of support per month
- 1.2m patient contacts per year
- 3,800 babies born in the last year
- 90,000 Emergency attendances per year
- 13,000 operations are carried out in our Theatres in a typical year.





# Senior leadership appointments

- Several changes at Executive Team in 2020/21 and also in 2021/22.
- Working with Salisbury NHS FT on a joint appointment this year – Chief Digital Officer.



Lisa Cheek,  
Chief Nurse



Claire Thompson,  
Director of Improvement  
and Partnerships



Simon Wade,  
Director of Finance  
and Strategy



Dr Jon Westbrook,  
Medical Director



Felicity Taylor-Drewe,  
Chief Operating Officer

# Non Executive Director appointments

- We've welcomed two new Non-Executive Directors to our Trust Board, along with two Associate Non-Executive Directors.
- They have a very wide range of experience and are bringing new expertise to Board discussions and Trust developments.



Faried Chopdat,  
NED



Helen Spice,  
NED



Claudia Paoloni,  
Associate NED



Sanjeen Payne-Kumar,  
Associate NED



# Review of the year 2020/21 and look ahead 2021/22

Kevin McNamara, Chief Executive, and the Executive Directors



Great Western Hospitals  
NHS Foundation Trust

# Covid-19

# Covid-19

**11 March 2020**

Our first COVID-19 patient was admitted to hospital



**21 September 2021**

Since then we have treated

**1,564**

COVID-19 patients



# Our Covid-19 story

- One year on from 11 March 2020, we held a memorial service to remember those who died during the year, including Dr Edmond Adedeji and Dr Thaung Htaik.
- First wave:
  - Changed the way we worked beyond all recognition
  - 96 patients in April 2020
- Second wave
  - Worse than first wave and barely sustainable with extremely high numbers of patients in January and February, at some points exceeding 160.
- System-wide critical incident declared in January 2021.
- The lifting of the 3<sup>rd</sup> national lockdown was more gradual, but Swindon has had the highest case rate in the South West several times. We must all continue to do what we can to stop the spread.



# Covid-19 – our current position

- We are now 18 months into the pandemic – in recent weeks Swindon has had one of the highest case rates in the South West and numbers of Covid patients have risen recently.
- Today we have 46 patients with confirmed or suspected Covid-19 in GWH.
- This includes 3 patients in our Intensive Care Unit. If we see more ICU admissions, elective activity might need to be postponed.
- Many of the Covid patients we have seen in recent weeks have not been vaccinated. We know that people who are vaccinated are not becoming as unwell with the virus.
- We are treating more patients under the age of 55 than in the first waves of the pandemic.
- Patients are staying less time – around 4 days compared to 28 during the first wave.
- Escalation plans are in place should numbers rise further – but this will impact upon activity.

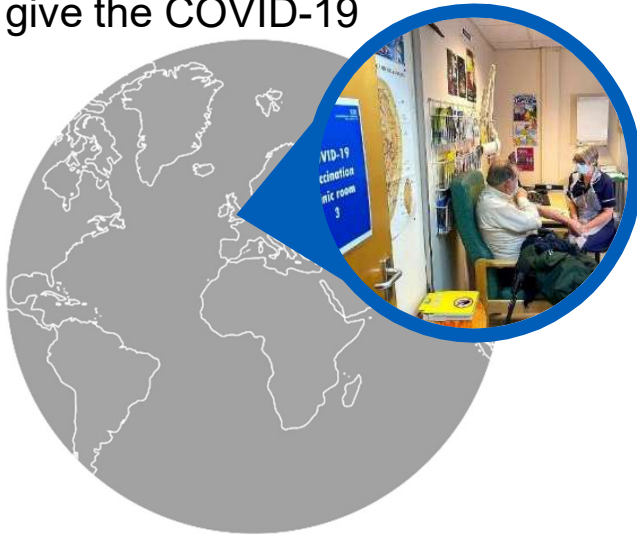
| Area       | Case rate per 100,000 |
|------------|-----------------------|
| Swindon    | 191.6                 |
| Wiltshire  | 204.3                 |
| South West | 196.4                 |
| England    | 259.4                 |



# Covid-19 – our vaccination programme

**9 December 2020**

We became one of the first places in the world to give the COVID-19 vaccine



**20 September 2021**

At GWH we have delivered

**95,000+** 

vaccines and counting.

Saving around **2,000** lives.

Across Swindon 321,000 1st and 2nd doses have been given.

Really important for pregnant women to get vaccinated – pregnant women with Covid have higher risk of intensive care admission.





Great Western Hospitals  
NHS Foundation Trust

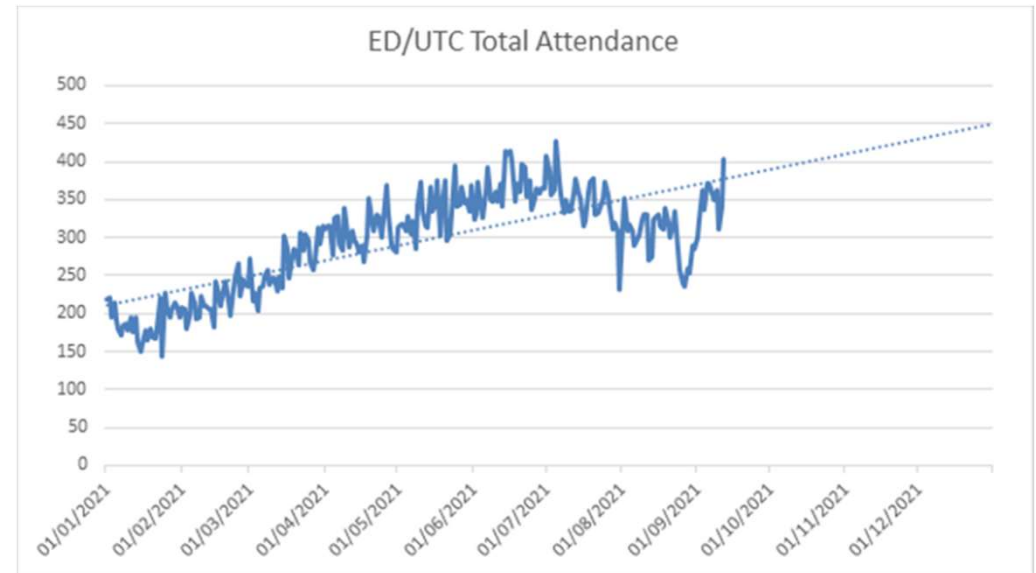
# ‘Recovery’ from the pandemic

# Urgent and emergency care

- We have seen record levels of attendances in recent months and the whole Trust is still extremely busy.
- There is a real focus on trying to improve the flow of patients through GWH – but discharges have been challenging at times.
- This means patients are having to wait longer than usual to be seen.
- All parts of health and social care system are seeing unsustainable levels of demand.
- Level of demand on us has contributed to delays in patients being transferred from an ambulance to the Emergency Department – real potential to cause harm to patients in our community.
- We're working with ambulance service to support with handover of patients to free up crews to respond to 999.



Service | Teamwork | Ambition | Respect



**March**  
8,000+  
attendances

**April**  
9,200+  
attendances

**May**  
10,200+  
attendances

**June**  
10,800+  
attendances

**July**  
10,600+  
attendances

**August**  
9,600+  
attendances

# Recovering from the pandemic

Our Elective Recovery Programme has seven workstreams and four themes:

- **Collaboration** – working in partnership with system colleagues
- **Health and wellbeing** – supporting our staff in the best way possible
- **Addressing health inequalities** – a consideration at the core of any developments and driving workstream decision making
- **Empowering change** – meaningful engagement with our workforce to meet the current and future needs of patients.

Real progress on reducing waiting lists, but still much more to be done

Patients waiting more than 52 weeks has reduced from:

2,000 (start of April 2021)



824 (end of July 2021)

# The challenges we face

Manage Covid  
and various waves  
with significant  
uncertainty ahead  
of us

Recover our  
elective waiting  
lists

Recognise  
demand for care  
was depressed

Manage all of this  
a more  
constrained  
financial  
environment

Give staff the  
chance to recover



We need to do all of this while remaining focussed on quality.



Great Western Hospitals  
NHS Foundation Trust

# How we're pushing to improve the quality of care

# Our Great Care Campaign

## Personalised Care

Patient-centred care that meets the individual's needs at a personal and bespoke level.

- Personal Care
- Compassionate Conversations
- PJ Paralysis
- Meaningful Activity



## Environment

Great care extends beyond the patient – wards & departments should be looked after too.

- Well Organised Ward
- Restful Night
- First Impressions Count



## Harm Free Care

Care that reduces the risk of harm to every patient.

- Tissue Viability
- Falls Improvement
- Medicines Management
- Nutrition and Hydration
- Learn Zone



## Expert Care

Building on our expertise.

- Matron development
- HCA development
- Caring with Confidence
- Master class programme



## Great Care

We launched our 'Great Care' campaign to bring together every initiative, scheme and quality improvement project under one umbrella to better the patient experience.

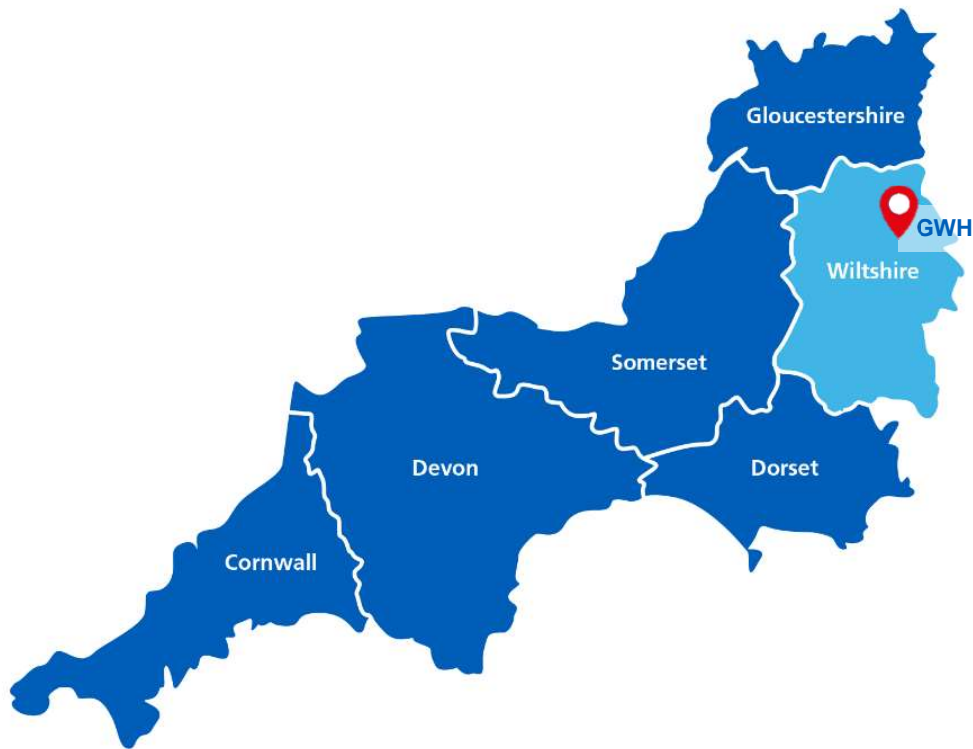
Through the campaign, learning is being shared across the organisation and successes celebrated.

Our ambition is for all our patients to receive Great Care – every staff member plays a vital part in that.

There's been great engagement and enthusiasm from staff.



# Improving care through research

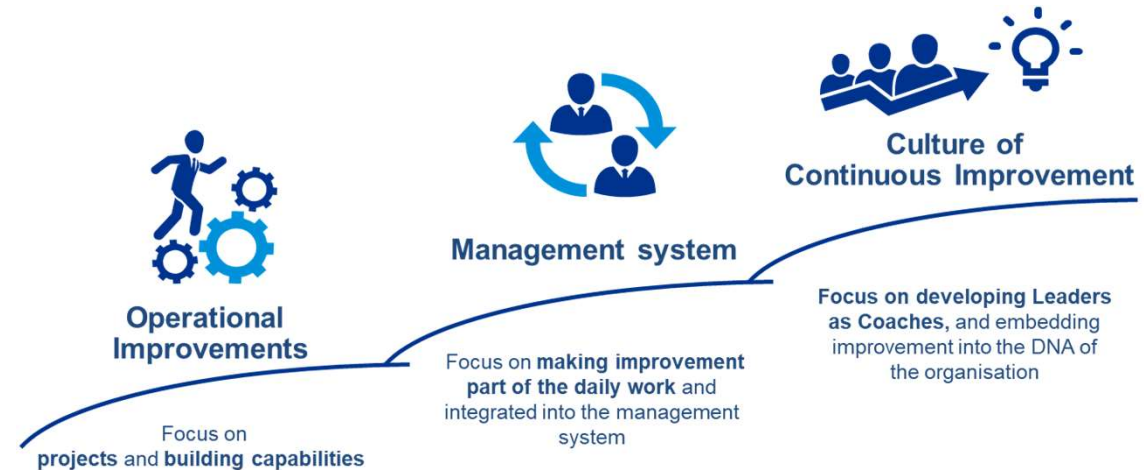


We became a top 15 site nationally for patient recruitment to clinical trials and the best in the South West.

In July, we were the top recruiting Trust for the ALTO study – looking at whether the onset of rheumatoid arthritis can be prevented with early treatment.

# Delivering quality improvement every day

- We are currently working to implement a longer-term intervention to enable our staff to drive quality improvement throughout the organisation.
- We know that addressing deep-rooted behavioural norms will lead to a culture of empowerment and continuous improvement
- Our transformation and improvement hub will enable staff working at any level to help implement their great ideas and drive real change
- A 'pillar' of the developing BSW Academy.



# Improving primary care

- In primary care, both Abbey Meads and Moredon were taken out of being Inadequate and in special measures to Requires Improvement.

| Overall rating for Primary Care Services in April 2021 |                      | Requires improvement |
|--|----------------------|----------------------|
| Overall rating for this location                       | Requires Improvement |                      |
| Are services safe?                                     | Requires Improvement |                      |
| Are services effective?                                | Good                 |                      |
| Are services caring?                                   | Good                 |                      |
| Are services responsive to people's needs?             | Good                 |                      |
| Are services well-led?                                 | Requires Improvement |                      |



# Improving primary care

- Many improvements made and programme of work in place and being delivered.
- The GP Practice 2021 Survey highlights challenges we continue to face in this sector, and still a long way to go to give patients the care they deserve and our GP practices are extremely busy.
- New online triage system is helping with phone waiting times and access to advice.
- As e-consults have gone up, phone calls have gone down and we are working to improve our telephony system.
- We're actively recruiting more GPs, against a national shortage.
- Patient engagement forums being held regularly.
- Communities served by our primary care network include some of the most deprived in Swindon and BSW.
- Conditions that are more prevalent than the national average include: Asthma, COPD, diabetes, obesity and depression.

**Our improvement programme is focused on:**

- Patient experience
- Accessibility
- Integration
- Efficiency
- Quality of care





Great Western Hospitals  
NHS Foundation Trust

# How we did during the year

# How we are performing

|                                       | 2019/20      | 2020/21      | Where are we so far this year? | National target   |
|---------------------------------------|--------------|--------------|--------------------------------|---|
| ED/UTC attendances                    | 110,423      | 86,024       | 53,898 (Aug)                   | N/A   |
| ED four-hour wait time, including UTC | 81.28%       | 91.05%       | 78.40% (Aug)                   | 95% of patients to be discharged or transferred elsewhere within four hours of arrival. |
| Waiting time for planned treatment    | 79.46% (Aug) | 50.20% (Aug) | 68.02% (Aug)                   | 92% of patients to be seen within 18 weeks of referral.                                 |
| Diagnostics (six-week standard)       | 93.03% (Aug) | 45.37%(Aug)  | 70.51% (Aug)                   | 99% of patients to receive a diagnostic test within 6 weeks of referral                 |
| Stroke Audit Score                    | B (Q4)       | C (Q4)       | B (Q1)                         | N/A   |
| Cancer 2 Week Wait                    | 89.99%       | 86.74%       | 74.03% (Aug)                   | 93%   |
| 52 week waits                         | 96 (Mar)     | 1,949 (Mar)  | 747 (Aug)                      | N/A Activity to deliver at 2019 levels  |





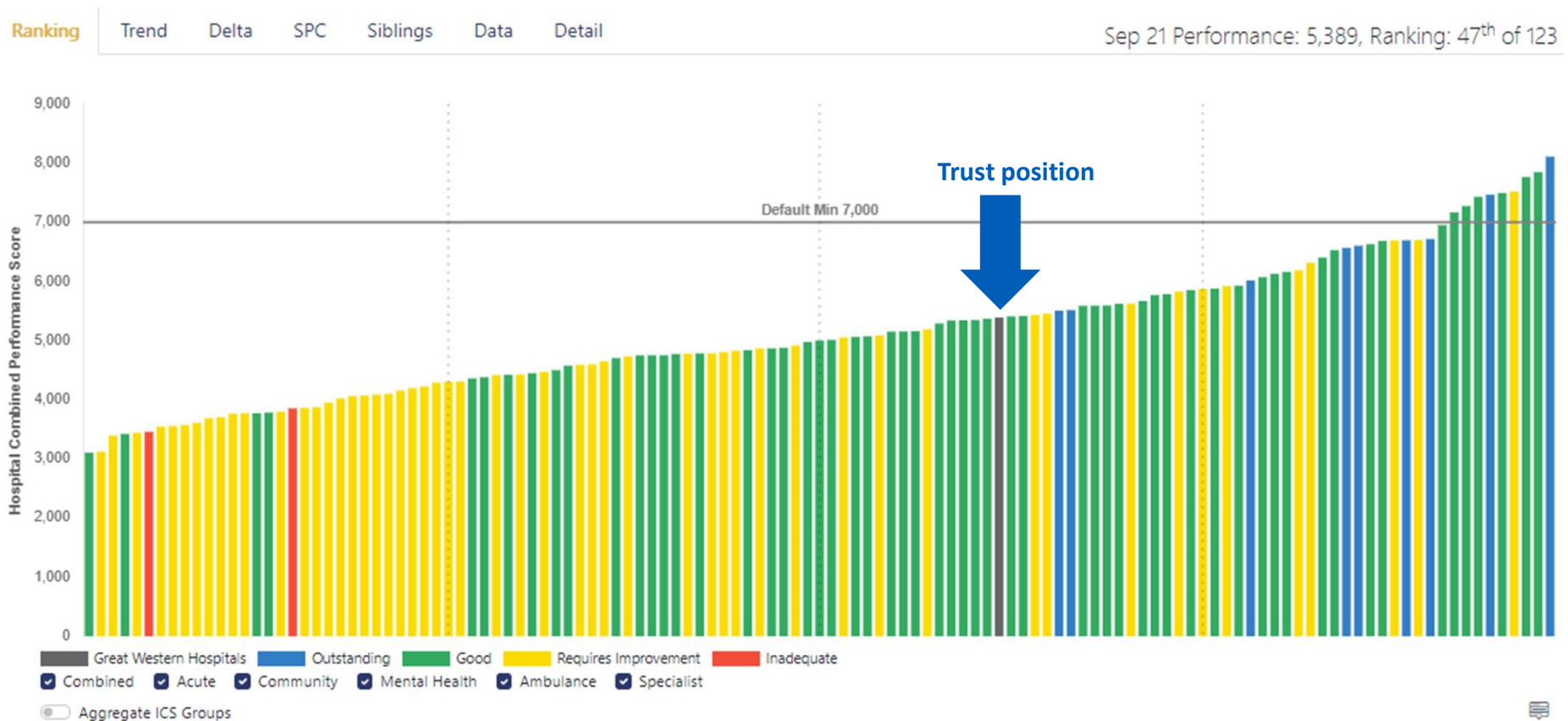
# Where we were – overall performance

Where we were in March 2020...87<sup>th</sup> out of 123 Trusts in terms of our combined performance.



# Where we are now – overall performance

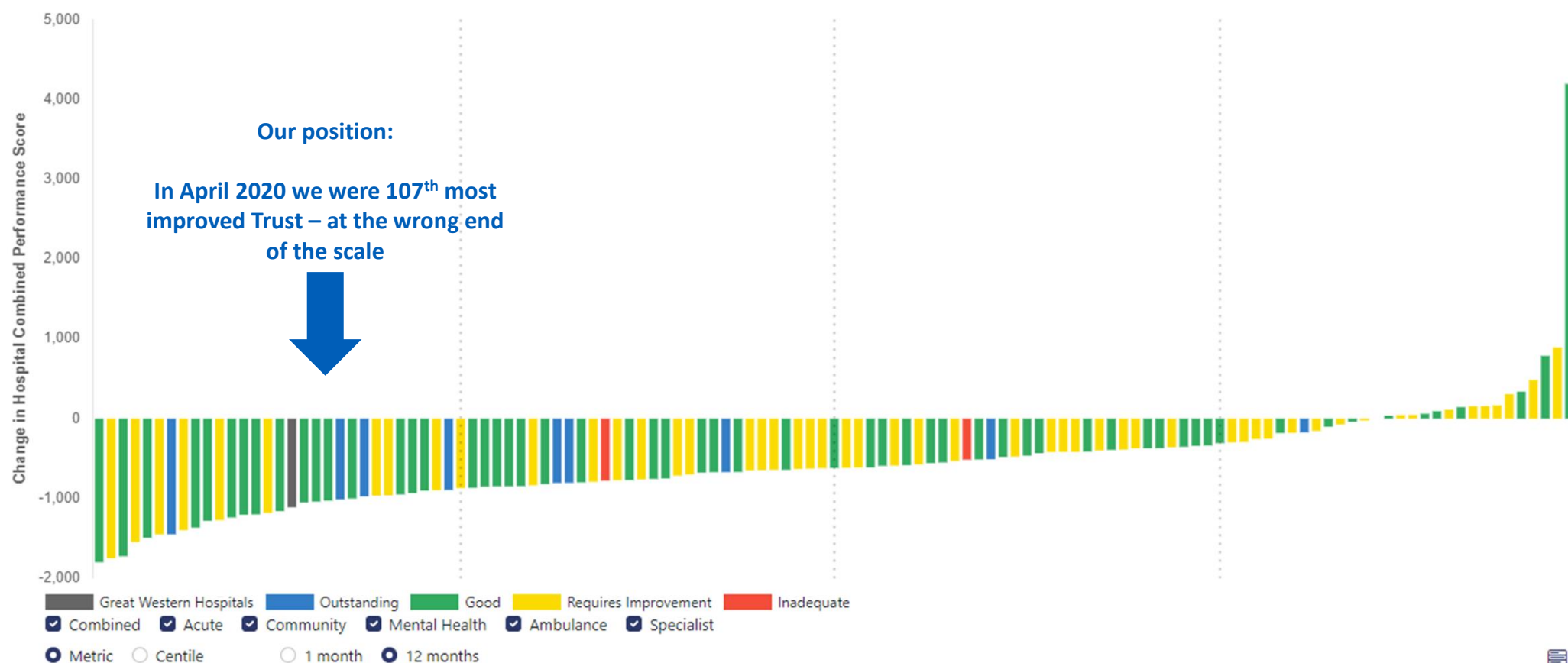
Where we are in September 2021...47th out of 123 Trusts in terms of our combined performance.



# Where we were – most improved Trusts

Ranking Trend **Delta** SPC Siblings Data Detail

Apr 20 Performance: 5,153, Ranking: 80<sup>th</sup> of 123



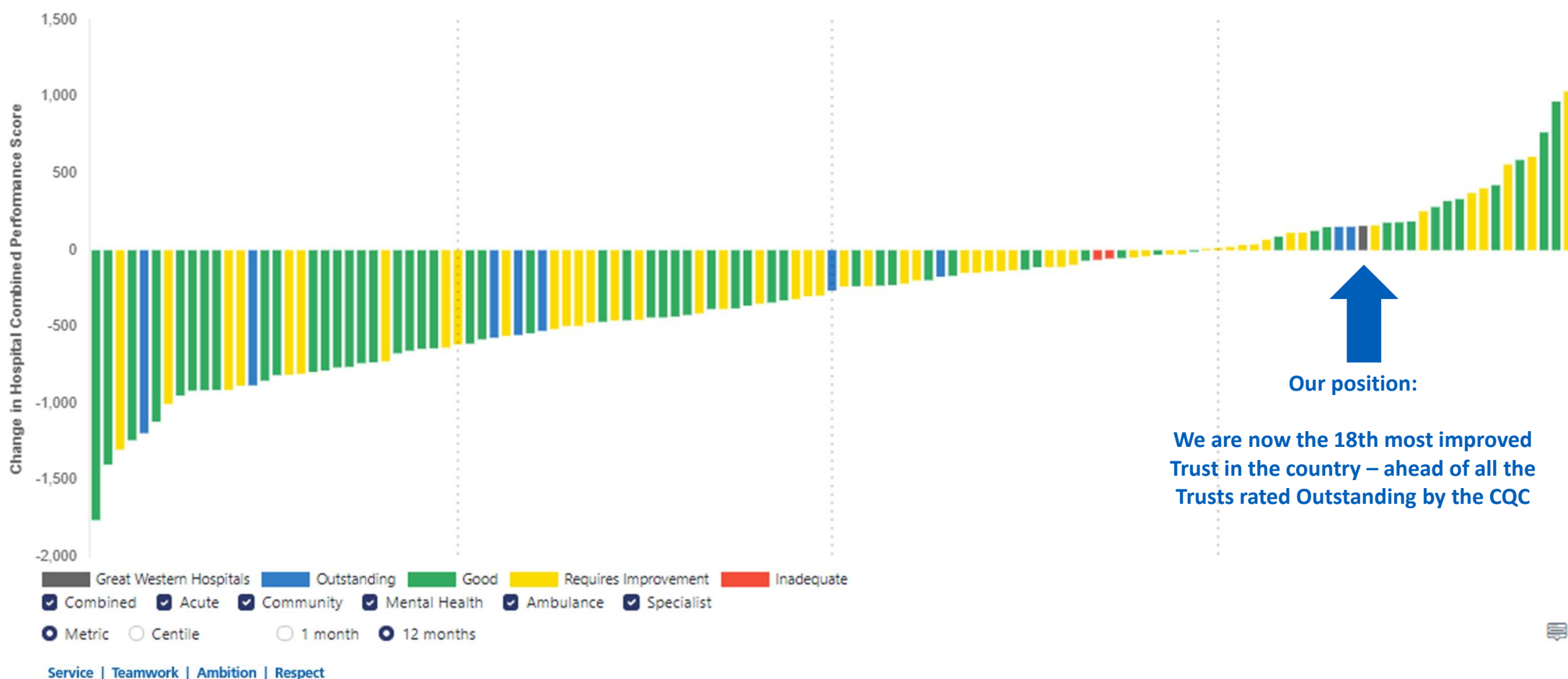
# Where we are now - most improved Trusts



Great Western Hospitals  
NHS Foundation Trust

Ranking Trend **Delta** SPC Siblings Data Detail

Sep 21 Performance: 5,389, Ranking: 47<sup>th</sup> of 123





Great Western Hospitals  
NHS Foundation Trust

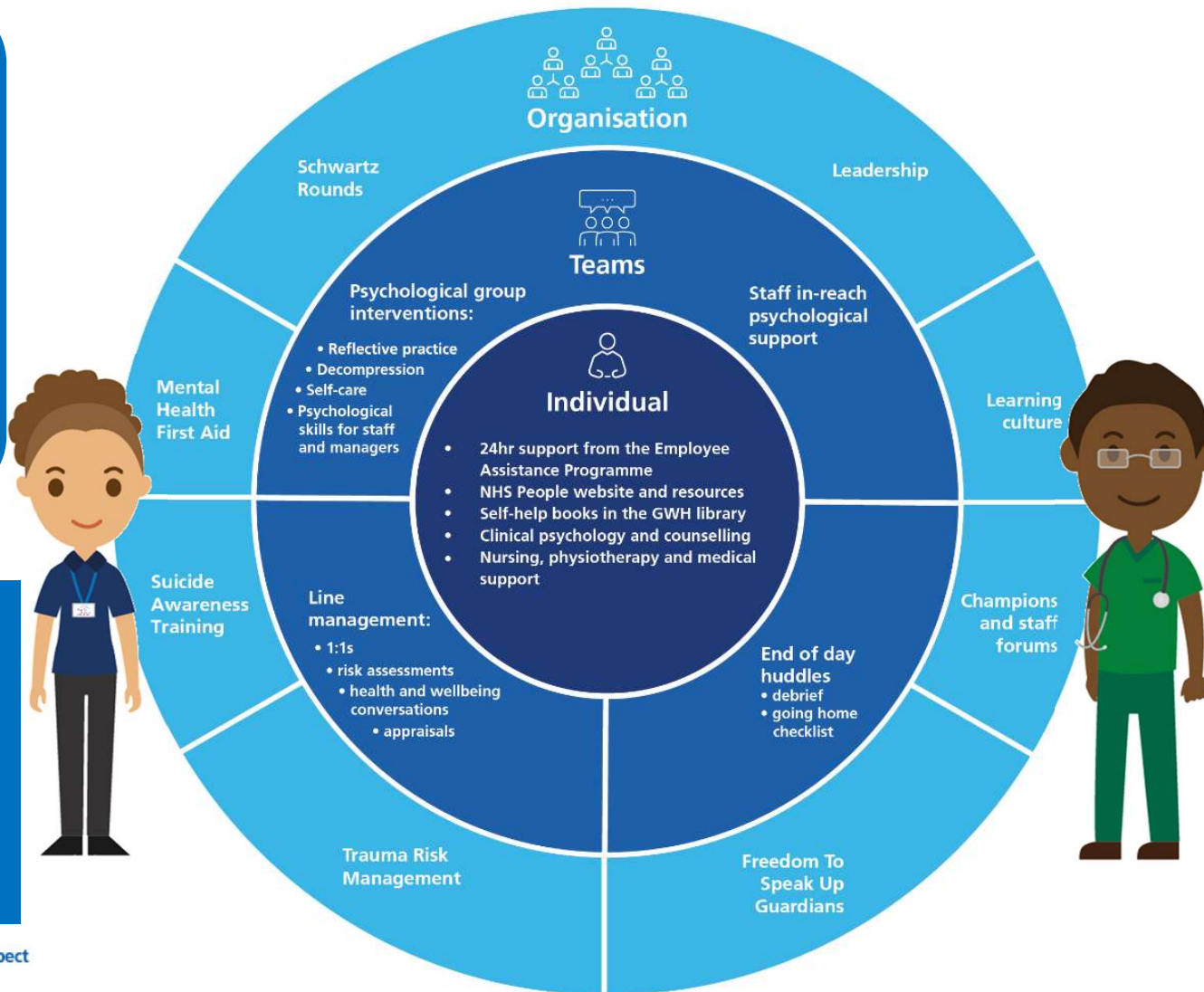
# How we're supporting our teams

# Our Health and Wellbeing Plan

Our new Health and Wellbeing Plan for 2021 -25 sets out how we will continue to develop our health and wellbeing offer, reflecting on what we have done well, where we can improve, and how we can measure what we are doing.

Health and wellbeing is being promoted at all levels – at Board, by teams and individuals and by the health and wellbeing team. We help managers support their teams.

Service | Teamwork | Ambition | Respect



We won the 2020 Nursing Times 'best wellbeing and staff engagement initiative' award in recognition of our work to support staff.

Real focus now on promoting physical health and wellbeing, along with the mental health interventions already in place - smoking, obesity, reduction in violence, along with reducing the day-to-day frustrations that impact upon working days.

# Staff survey results

**2019 score**

**20 scores**

were below average

**2020 score**

**4 scores**

were below average



All divisions have action plans with a focus on health and wellbeing, leadership and immediate managers, and equality, diversity and inclusion.



# Just some of our award winners

We had six winners at the Wiltshire and Swindon Health and Social Care Awards

Dr  
Anthony  
Kerry  
Care Hero  
Award



Lisa  
Hocking  
Good  
Nurse  
Award



Intensive Care Unit  
Health Care Team  
Award



Moredon and Abbey  
Meads  
GP Practice of the Year  
Award



Great Western  
Hospitals NHS  
Foundation Trust  
Health Care Employer  
Award

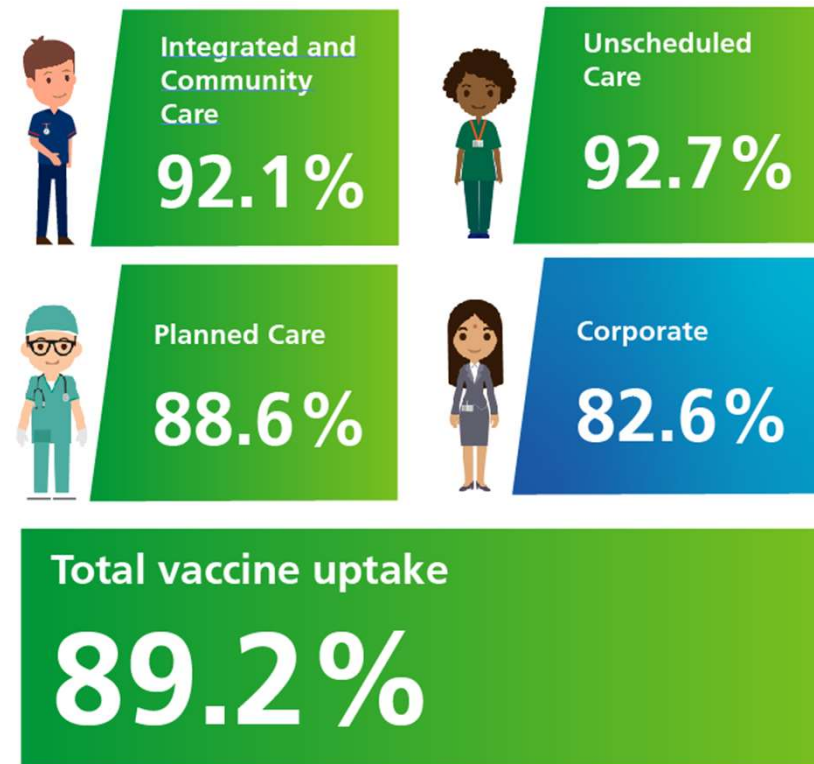
Dr Sarah  
Bates  
Adolescent  
and Child  
Care Award



# Flu vaccination programme

We achieved the best flu vaccine uptake of any acute trust in the region at 89.2% last year.

Our new staff flu campaign launched last week and we've already booked in more than 2,300 staff for their jabs.



# Recognising and thanking our staff



- **Great West Fest** – More than 1,800 staff and family members attended our first ever family fun day. We ran this event, which had Covid safety precautions in place, in Town Gardens to thank our staff for their extraordinary efforts, and their families for supporting them. This will now become an annual event.
- **Staff Excellence Awards** – We had more than 200 nominations for this year's awards.
- The categories include team of the year, STAR of the year, improving patient experience, improvement and innovation, excellence in integration, wellbeing at work and championing health inequalities.
- The awards ceremony will take place on 5 November.





# Equality, Diversity and Inclusion

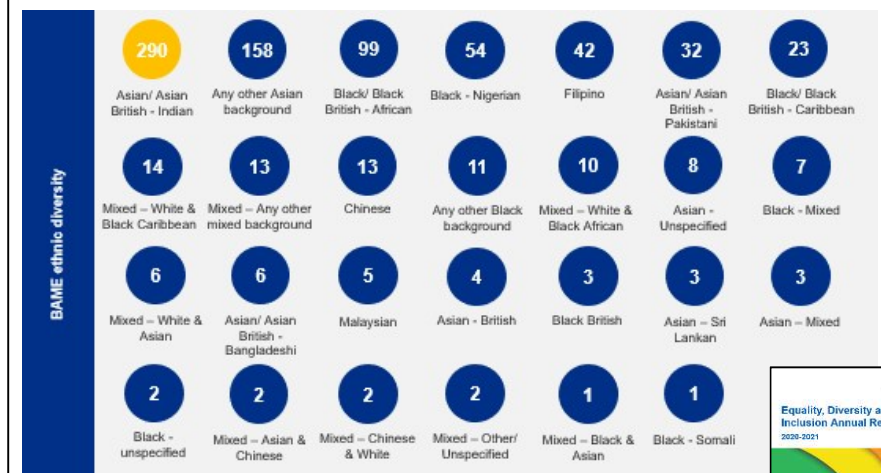
# Becoming a more inclusive organisation

- We are serious about Equality, Diversity and Inclusion and have delivered our first EDI strategy and appointed our first EDI lead.
- These commitments highlight that we will challenge discrimination and champion opportunity, listening to staff and patients and discussing what they tell us at a senior level.
- We are an anchor institution and recognise our role and the contribution we can make to improving population health.
- Our staff networks have developed and matured and in February 2021 we formed a new Differently Abled Network.
- We've supported Pride events locally and created a rainbow crossing at the front of the hospital.
- We received an Armed Forces Accreditation for our work to become veteran aware, and in recognition of our commitment to improving NHS care for veterans, reservists, members of the armed forces and their families.



## Our workforce by ethnicity

- 72% of our staff identify as White British.
- Of the 17% (916 staff) who identify as BAME, there are multiple ethnic identities.





Great Western Hospitals  
NHS Foundation Trust

# Planning for the future

# Capital planning

We have developed a more ambitious approach to capital



|                                |        |
|--------------------------------|--------|
| 1 - OUH Radiotherapy           | £18M   |
| 2 - UTC Modular                | £3.1M  |
| 3 - Boots modular              | £1.2M  |
| 4 – Urgent Treatment Centre    | £11.8M |
| 5 – Integrated Front Door      | £28.7M |
| 6 - Expansion Land             | £3.2M  |
| 7 - Utilities Upgrade          | £3.4M  |
| 8 - Oxygen Upgrade             | £900K  |
| 9 - Aseptic Suite              | £2.2M  |
| plus the site wide Master Plan |        |

**Total investments**    **£72.5M**



# Latest developments on site



## Land purchase

- We have bought 5.5. hectares of land adjacent to the hospital site, on which we will build a health campus, which could include a rehabilitation facility, sterile services and private patients unit. Work is underway to unlock this funding.

## Urgent Treatment Centre

- Milestone reached earlier this month with concrete flooring poured into the foundations of the new Urgent Treatment Centre.
- Planning for a new Energy Centre, that will sit between the hospital site and the new expansion land, is underway. This Energy Centre will power the new UTC – electricity, heating and water - through much more sustainable means than we have ever used at Great Western Hospital before.

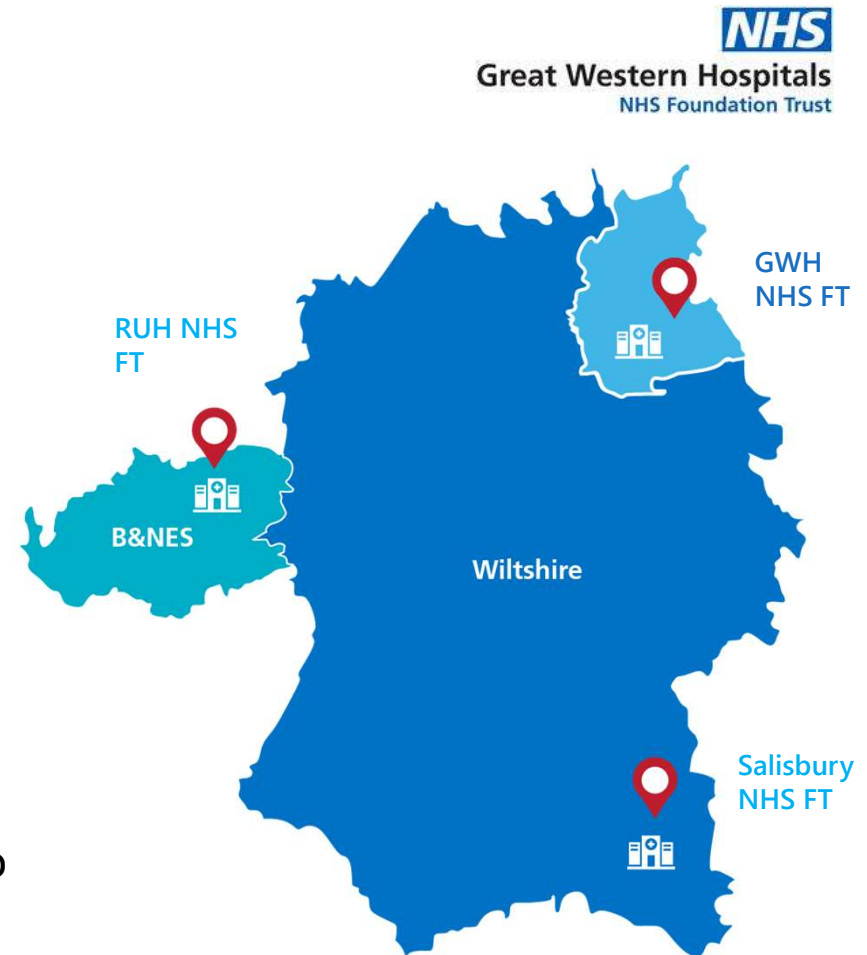
## Radiotherapy

- The Swindon Radiotherapy Centre has really taken shape and a topping out ceremony was held earlier this month. We've also taken the opportunity to show some of our donors around the developing site.



# Place-based and system working

- Place-based and system working is a real priority ahead of our ICS becoming a statutory body in April 2022.
- 'Team Swindon' has really developed over the last 18 months – far closer relationship with Swindon Borough Council and CCG's Swindon locality team.
- Weekly meetings with focus on partnership working and a joint Swindon planning process.
- Joint board development workshop programme.
- Discussions ongoing around aligning financial resources to deliver best outcomes for local population.
- System-working has also been strengthened through Covid, and Acute Hospital Alliance developing at pace.



# Our priorities for the next 12 months

# Our strategic priorities

Where we need to retain our focus



Great Western Hospitals  
NHS Foundation Trust

**Refresh**  
on quality



**Restore**  
our elective  
activity



**Regroup**  
& recharge  
our wellbeing



**Recover**  
our finances



None of this is possible without our hugely dedicated teams and the support of the communities we serve.

Thank you.



- Thank you
- Any questions?

# Governors Report to the Members

## Pauline Cooke, Lead Public Governor

September 2021



# Your Public Governors 2021/22

Great Western Hospitals **NHS**  
NHS Foundation Trust



Pauline Cooke (Lead Governor)  
**Wiltshire Northern Constituency**



Roger Stroud (Deputy Lead Governor)  
**Swindon Constituency**



Judith Furse



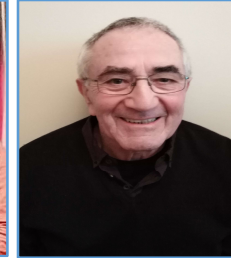
Michelle Howard



Maggie Jordan



Ashish Channawar



Arthur Beltrami



George Cahill

## Swindon Constituency



Janet Jarmin



Chris Callow

## Wiltshire Central Constituency

Jane Turner (Picture to follow)  
**West Berkshire and Oxford Constituency**

Vacancies (x3 )  
**Wiltshire Northern Constituency (x 1)**  
**Wiltshire Southern Constituency (x 1)**  
**Gloucester, Bath and North East Somerset Constituency (x 1)**

# Your Appointed Governors 2021/22

Great Western Hospitals **NHS**  
NHS Foundation Trust



Nick Ware



Amanda Webb

**Bath and North East Somerset, Swindon and  
Wiltshire (BSW) CCG**

Vacancies (x2)  
**Wiltshire Council (x1)**  
**Oxford Brooks University (x 1)**



Brian Ford

**Swindon Borough Council**

Jennifer Seavor (*Picture to follow*)  
**Prospect Hospice**

# Your Staff Governors 2021/22

Great Western Hospitals **NHS**  
NHS Foundation Trust



Chris Shepherd  
**Administration, Maintenance, Auxiliary and Volunteers**



Oliver Harness  
**Allied Health Professionals**



Badri Chandrasekaran  
**Doctors and Dentists**



Karen Hawkins  
**Nursing and Therapy**

# Governor appointments

|                  | Constituency            | Governor Changes | Election |
|------------------|-------------------------|------------------|----------|
| <b>APPOINTED</b> | Prospect Hospice        | Jennifer Seavor  | Mar-21   |
|                  | Swindon Borough Council | Cllr Brian Ford  | May-21   |

# Membership Update

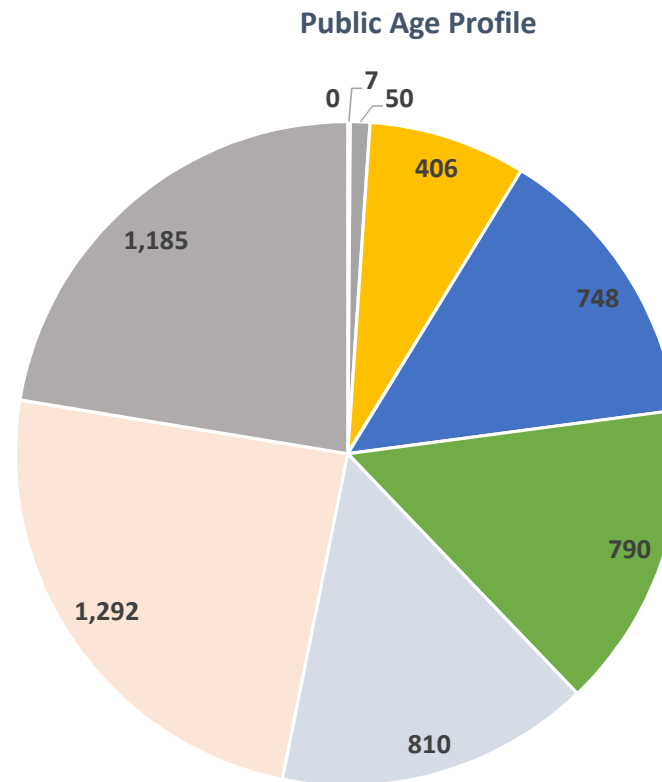
Below is a summary of the member information as of Tuesday 7<sup>th</sup> September 2021:

- ✓ Public Members 5288.
- ✓ Staff Members 6721.
- ✓ Total Members **12,009 (40 more members than 2020).**

All members are representative of the local community....there's more work to be done!

# Membership Analysis

## Public and Staff Age Profile



|            | Public | Staff |
|------------|--------|-------|
| 0-16       | 0      | 0     |
| 17-21      | 7      | 5     |
| Not stated | 50     | 1393  |
| 22-29      | 406    | 400   |
| 30-39      | 748    | 1200  |
| 40-49      | 790    | 1301  |
| 50-59      | 810    | 1519  |
| 60-74      | 1292   | 866   |
| 75+        | 1185   | 37    |

# Composition of the Council of Governors

## Stakeholders (appointed)

2 x Bath and North East Somerset, Swindon and Wiltshire CCG (BSW CCG).  
1 x Swindon Borough Council.  
1 x Wiltshire Council (vacancy).  
1 x Oxford Brookes University (vacancy).  
1 x Prospect House

**Sub Total = 6**

## Public (elected)

7 x Swindon  
2 x Northern Wiltshire  
3 x Central Wiltshire, Southern Wiltshire (vacancy)  
2 x West Berkshire and Oxfordshire, Gloucestershire and Bath and North East Somerset (vacancy)

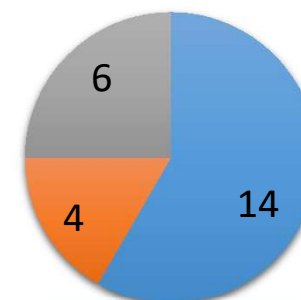
**Sub Total = 14**

*\*Public Constitution changes effect from November 2021, meaning changes seen in 2022.*

## Staff (elected)

1 x Allied Health Professional  
1 x Administrators, Maintenance, Auxiliary and Volunteers  
1 x Doctors and Dentists  
1 x Nursing and Therapy

**Sub Total = 4**



**TOTAL 24**



# Public Constituencies



Gloucestershire and Bath and  
North East Somerset

Northern Wiltshire

Central Wiltshire

Southern Wiltshire

Swindon

West Berkshire and Oxfordshire

# What is the statutory role of the Governors?

There are 3 main responsibilities:-

- ☐ To hold the non-executive directors individually and collectively to account for the performance of the Board of Directors
- ☐ To represent the interests of the members of the Trust as a whole and the interests of the public
- ☐ Recruit and engage with members of the Trust

# How do governors get assurance



# Fulfilling our governance role in 2021/22

- ✓ Re-appointment of one Non-Executive Director Paul Lewis.
- ✓ Appointment of two Non-Executive Directors Helen Spice and Faried Chopdat.
- ✓ Appointment of two Associate Non-Executive Directors Sanjeen Payne –Kumar and Claudia Paoloni.
- ✓ Annual reviews of the Chair and Non-Executive Directors performance.

# Fulfilling our governance role

## Ü Further Business Briefings on:-

- The Way Forward Plan:- Dec 2020.
- Mental Health and Staff wellbeing:- Dec 2020.
- Interpreting Data:- Jan 2021.
- Integrated Care System (ICS):- Mar 2021  
*(now a standard agenda item for the CofG).*
- NHS Finances and the Private Finance Initiative (PFI) :- July 2021.
- GWH Site Developments:- June 2021.
- Efficiency and Improvement Plan:- June 2021.
- Equality, Diversity and Inclusion Plan:- Jan 2021.
- ✓ Virtual Governors Visits:- monthly (excluding July and Aug 2021)
- ✓ Virtual Lectures for the Public:- monthly (excluding July and Aug 2021)

# Fulfilling our governance role

## ✓ Governor involvement in events/ activities which included:-

- Brighter Futures (fundraising)
- Medical Revalidation Committee
- Nutrition Steering group
- BAME Champion meetings
- Attending Governor Training and Workshops
- Hosting Health Talks
- Active participation on Working Groups

## ✓ Questions at Council and Board Meetings



## Looking ahead

- Continue to work with the Board to challenge and support performance
- Contribute towards the development of future strategy
- Ensure the Governor model is aligned guaranteeing we are positioned correctly to fulfil the role effectively.
- Seek to understand the implications of Accountable Care Systems and the benefits to patients
- Represent local people's views to inform decision making
- Continue to be involved in increasing membership

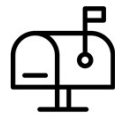
## How to contact a governor



01793 604173



Gwh.foundation.trust@nhs.net



Great Western Hospital NHS Foundation Trust  
Marlborough Road  
Swindon  
SN3 6BB

- Thank you
- Any questions?