



What makes us  
**Great**

Looking back at 2025

# our values

— we are —

S  
service

✦  
compassionate  
dependable

Our values make us who we are and support us in achieving our vision.

T  
teamwork

✦  
inclusive  
collaborative

We are committed to being values-led. Our core principles define who we are and shape the outstanding care we provide.

A  
ambition

✦  
curious  
courageous

Our values guide every interaction, every decision, and every effort we make to improve the lives of our patients and communities.

R  
respect

✦  
thoughtful  
open

## Introduction

I joined the Trust in September and have seen first-hand the incredible work our staff do every day.

The people I have spoken to are really proud of the services they provide to local people, and rightly so.

This is a really special organisation, where people from all walks of life carry out a huge range of different jobs with one purpose – to provide our patients with the best care possible.

This book details a range of achievements and milestones, some big and some smaller, and that reflects that it's not just the things which make the headlines that we need to remember – it's the things that happen around the clock every day of the week.

This has been a really busy year, with very high demand for our services, and our staff have done an amazing job – once again – to provide high quality care for our local community.

In such a busy organisation, it's often difficult to take a few minutes to stop and take a look back at what we've achieved. Our Book of Great, which we publish every year, aims to do just that.

Space limits what we could include, and I know there are many, many more achievements we haven't covered here.

If you've got something you're proud of, please let us know at [gwh.comms@nhs.net](mailto:gwh.comms@nhs.net).

Thank you for everything you do.

**Lisa Thomas**  
Managing Director





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**Great patient care**

## Community services

We said goodbye to community services in April, as responsibility for this service across Bath and North East Somerset, Swindon and Wiltshire moved to HCRG Care Group.

However, we have continued to work together, side-by-side, with many of the same people providing this service following their transfer from our Trust to HCRG.

We strive to provide a smooth journey of care for patients through hospital, community and other care services.

With our Integrated Care and Community division ceasing to exist, we took the opportunity to review our internal structure and our clinical divisions, which are supported by a range of clinical teams, are now: Surgery and Planned Care; Family and Specialist Services; and Medicine.

We believe this is the best structure to enable us to provide the highest quality of patient care.

## GWH chosen for major transformation of care for patients presenting with mental health

Our Trust was selected by NHS Confederation as one of 12 new partnerships across the country to improve the care for patients presenting to the Emergency Department (ED) in mental health crisis.

Around 15 per cent of people who attend the ED in Swindon have an existing mental health condition, or experience mental health crisis.

Many of these patients have complex physical, mental health and social care needs, which require a multi-disciplinary approach to care, to ensure their needs are met.

The partnership, alongside Avon and Wiltshire Mental Health Partnership NHS Trust and NHS Confederation, addresses how the Trust can better support patients with their mental health, ensuring they have an improved hospital experience, don't wait as long for assessments or referrals and are able to access the resources they need in the community.

## A new look for our private patient service

In April, our private patient service, previously known as Shalbourne Private Health Care, was renamed Great Western Hospitals Private Healthcare.

The service continues to play a vital role in supporting the Trust's financial stability, with all profits reinvested into our NHS services.

In July, The Meadows officially opened – a newly redesigned and refurbished area of the hospital shared between Private Healthcare and the Cancer Services Drug Treatment Delivery Area.

Private Healthcare has supported hospital services behind the scenes for some time, and the opening of The Meadows marks a significant milestone in bringing these services together within a shared, patient-facing environment.



## Care Quality Commission (CQC)

This year inspection teams from the CQC visited GWH to look at Surgery, along with our Urgent and Emergency Care services.

We welcome the opportunity to speak to inspectors about our services, what we are doing well and where we could improve.

Surgery was rated 'good' – staff were praised for treating patients with kindness, compassion and empathy, and respecting their privacy and dignity. Care is based on the latest evidence and good practice, with assessments taking account of patients' communication, personal and health needs. We were also felt to be responsive to the individual needs of each patient, with staff taking the time to explain treatments. Inspectors also noted a strong staff focus on making improvements.

Urgent and Emergency Care services were rated as 'requires improvement'. Inspectors highlighted that the department was very busy, which meant that some patients were having to wait longer than we would like. We are continuing to work to ensure waits are minimised as much as possible. Staff were praised for treating patients with kindness and compassion.

## Butterfly volunteers

Our Butterfly Volunteer Service supports patients who are nearing the end of their life and their families during a challenging time.

This service is offered in partnership with the End of Life and Palliative Care Team, Voluntary Services, and the Anne Robson Trust, a charity dedicated to providing emotional support and companionship to those in their final days.

Butterfly Volunteers offer gentle companionship and emotional support to patients on their journey towards the end of life. In addition to supporting patients, volunteers are also available to help family members and visitors, providing a much needed listening ear and signposting them to available bereavement support services.



## Putting the hospital to bed at night

We launched 'Putting the Hospital to Bed at Night', a project aimed at improving the night-time experience and care for our patients.

Patient feedback showed that sleep was often disrupted by bright lights, noise, and movement at night. The campaign raised awareness of these issues and encouraged staff to reduce noise and switch off main lights during key sleep hours. Two new roles were also introduced – the Sleep Monitor, who maintains a peaceful environment overnight, and Twilight Volunteers, who prepare wards for a calm night ahead.

Since its launch, results have been positive. Inpatient survey data from June showed clear improvements in night-time care, with 45 per cent of patients rating their sleep 4 or 5 out of 5, up from 39 per cent before the launch, and reports of being disturbed 'very frequently' falling from 14 per cent to 10 per cent.



## Maternity recognition

The Trust was awarded the UNICEF UK Baby Friendly Award. This prestigious accreditation recognises the hard work of our staff in supporting infant feeding and delivering high-quality care to families from the very beginning.

The maternity team have also partnered with the Swindon and Wiltshire Maternity and Neonatal Voices Partnership and local families to improve the caesarean birth experience for women and birthing people.

The new initiative, named #MyCaesareanBirth highlights the holistic options available to families during a caesarean section, to enhance the environment and birth.

A caesarean birth can sometimes feel more clinical or invasive, but the team hope to support families to create an ambient, calming and soothing theatre space.

They're also hoping to introduce clinical practices that often follow a vaginal birth for those having a caesarean, including delayed cord clamping, immediate skin-to-skin contact and allowing time for the baby to be born spontaneously with less assistance, where possible.

## New neonatal transitional care unit

Maternity staff, local families and charity New Life celebrated the opening of a dedicated neonatal transitional care area.

The new area provides specialised care for babies born between 35-36 weeks gestation, who need additional feeding support, close monitoring or other specialist support after birth.

It means that babies and mothers can now receive specialist care together, rather than babies being cared for in a different unit.

The specialist area also allows partners to stay next to mother and baby overnight, promoting family bonding.

This new area was made possible thanks to New Life, a charity who raise money to support special care babies across the UK. New Life has donated over £600,000 to GWH since 1995, demonstrating a remarkable commitment to Swindon.



## Organ donation sculpture

In the last five years, 18 local people generously donated their organs after death to save the lives of 47 others across the country.

To recognise the gift of life given by all organ donors in Swindon and Wiltshire, the Trust unveiled a new sculpture on the Great Western Hospital site on 22 September.

The sculpture was unveiled by the Episcopo family, who sadly lost their mother Diana a few years ago.

Diana became the oldest donor in the south west, when her organs were donated after her sudden death, to help deliver three life-saving transplants to patients across the country.

The sculpture, which was created by local artist David Murphy, is a handmade brass and steel sphere, with various organ shapes, such as a liver or heart, set into the metalwork.



## The Pad Project

The Pad Project has resulted in a 50 per cent increase in patients wearing the correct pads and a 20 per cent increase in the number of patients wearing only one pad.

Stock is now regularly reviewed to ensure wards have the correct continence options, and Underwear Banks are being created for patients who need underwear while in hospital.

There's still a long way to go and the Pad Project is now being introduced to more areas across the Trust, but it's already having a big impact on the comfort, safety and recovery of patients.

## First Angina clinic in the UK

The cardiology team are proud to start one of the first dedicated angina clinics in the UK, to improve the care for people with chest pain.

This is a multidisciplinary clinic led by consultants and specialist nurses, supported by the Trust's continuous improvement approach, Improving Together.

The clinic also involves cardiac rehabilitation staff, psychological support and preventative measures to offer a truly holistic service.

## Senior Games Programme

Colleagues working across the Trust, Swindon Borough Council and Wiltshire and Swindon Sport, ran a successful 'Senior Games' programme, looking to improve the physical health and mental wellbeing of elderly residents living in care homes across Swindon.

The programme saw 102 care home residents' physical fitness and mobility measured across 12 weeks, with the aim of improving their mobility and reducing the risk of falls and hospital admissions.

Across eight care homes, the Games included throwing javelins, playing golf, knocking over tin cans and dancing to music.

The Games concluded with a celebration event which saw awards presented by students from Nova Hreod Academy secondary school in Swindon.

Most notably, residents from sheltered accommodation whose sit to stand scores indicated a higher risk of falling fell from 31% at the start of the games to 0% by the end.

## Down's Syndrome manikin

Our Children's Emergency Unit successfully secured NHS England education funding to purchase a Down's Syndrome manikin.

The manikin, which the team have named Gwen, represents all children with genetic conditions and will give staff the chance to practice their clinical training; learning about specific issues often associated with Trisomy 21.

Down's Syndrome is also associated with other congenital conditions, and children with these conditions are at an increased risk of sepsis or other serious medical concerns including with their heart or digestive system.

Gwen will support training for staff at all levels, increasing the awareness of these medical issues and ultimately improving the care that these patients receive.



## One year of the new ED

18 September 2025 marked one year since the opening of our new Emergency Department (ED). Since the department opened, over 125,000 patients have been treated and 41 new staff have been recruited.

The new ED has additional majors cubicles for some of our most unwell patients, as well as extra resuscitation capacity. The treatment rooms are more private with glass doors instead of curtains, and individual environmental controls such as dimmable lighting.

There is also a secluded room for patients in mental health crisis, a more comfortable observation area and two supportive relatives' rooms set away from the bustle of the main department.

The department now works with the Children's Emergency Unit and Medical Assessment Unit, which both celebrated their one-year anniversary in November.



## A3 Tool

1. Coming to work late  
on average arrival ca.

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**Making  
improvements**

## Improving Together

Three years on from the launch of Improving Together, the Trust has been celebrated for its outstanding contribution to improving healthcare in a national award.

The Trust has been recognised as a finalist in the HSJ Partnership Awards, in the category of Best Contribution to Improving the Efficiency of NHS Services, for the transformational work taking place across our BSW Hospitals Group.

This achievement highlights the importance of Improving Together in providing the NHS with a consistent and effective framework for how we approach challenges, develop new ideas, and drive meaningful change. Together, the three Trusts use Improving Together to identify opportunities to tackle inefficiencies, work smarter, and share solutions – leading to positive changes that are improving both the working lives of staff and the experiences of patients.

Earlier this year, we held the first ever BSW Hospitals Group Improving Together Week, bringing teams from across the three Trusts together to learn from each other, share ideas, and celebrate improvement.

The event showcased the strength of collaboration across the hospital group and the shared commitment to continuous improvement.

More than 1,500 staff have now completed training, with new learning options introduced to suit the diverse needs and structures across the organisation. This flexible approach is helping more teams to embrace the Improving Together methodology and embed sustainable improvement routines into their everyday work.

With Improving Together now established across the BSW Hospitals Group, this shared approach is enabling teams across all three Trusts to collaborate on common priorities and deliver better outcomes for patients and staff alike. The Transformation and Improvement Hub continues to provide guidance, training, and support, ensuring that Improving Together continues to benefit teams right across our organisation.



## Health Service Journal (HSJ) Awards Finalists

We were celebrated as a finalist in the Best Contribution to Improving the Efficiency of NHS services category for the transformational work taking place across our BSW Hospitals Group.

This achievement highlights the importance of Improving Together in giving the NHS a strong and consistent framework for how we approach problems, new ideas and areas for improvement.

The staff-led approach was also recognised for its outstanding contribution to improving healthcare in the 2024 HSJ Patient Safety Awards for Quality Improvement Initiative of the year.

## Staff Improvement Forum

We've seen fantastic engagement with our Staff Improvement Forum this year, with staff sharing positive changes and improvements they have made in their area.

The forum is a powerful way to inspire each other and drive continuous improvement, while helping to create a collaborative environment where we can innovate and solve challenges together.

Whether you have introduced a change to a process, how you do things day-to-day, changed a supplier or product, or you're working on a larger scale transformation, please share your improvement.

## UniWee™

UniWee™ is a local innovation which allows patients to pass urine while lying or sitting, reducing the pain and risk of injury from moving, while maintaining dignity.

It's fashioned by hand from a male urinal bottle with a wider opening, but there are plans to create a bespoke product which can be used more consistently across the Trust and the wider NHS.

It's a simple, sustainable and cost-effective solution, which also saves staff time. UniWee is beneficial to all female patients unable to walk to the toilet independently. UniWee™ is now being built on the production line, and available for other Trusts to buy through the supply chain.



## Building our new integrated Electronic Patient Record (EPR)

We have made major strides in our Digital Transformation Programme, including working to develop a new shared Electronic Patient Record (EPR) across the BSW Hospitals Group.

This single, integrated system will form the digital backbone of our future clinical care, giving staff access to information in one place, improving efficiency, saving valuable clinical time, and creating a smoother, safer, and more consistent experience for patients across our region.

To ensure the new system reflects the needs of our workforce and patients, the programme undertook an extensive review of systems, processes and practices across the Group, identifying opportunities for improvement and creating a clinically safe foundation for the EPR build.

More than 500 multidisciplinary workshops brought together clinicians, nurses, AHPs, administrative teams and support services to design and agree new and enhanced clinical workflows.

## Pharmacy Aseptic Unit

April saw the completion of our new Pharmacy Aseptic Unit and clean room facility at the Great Western Hospital.

The new facility marked a major milestone which enables our pharmacy team to prepare complex injectable treatments, such as chemotherapy, directly on-site.

This advancement will reduce reliance on external suppliers, improve cost-efficiency for the Trust and commissioners, and enhance the overall speed and responsiveness of patient care.

By producing these medicines locally, the Trust will significantly cut transport times to hospital wards, allowing a faster response for patients, particularly those undergoing cancer treatment or stem cell transplants. The new setup also supports more timely treatment following new cancer diagnoses.





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# Site developments and sustainability

## A visit from Her Majesty The Queen

In January, Her Majesty The Queen officially opened the urgent and emergency care development. Queen Camilla was given a tour of our Emergency Department, Children's Emergency Unit, and Medical Assessment Unit, where Her Majesty met a number of patients including a four-year-old and his mother in the Children's Emergency Unit infant feeding room.

Queen Camilla then joined a reception, and met groups of staff from across the organisation, along with some of our charitable donors. The £33.5 million urgent and emergency care expansion opened to the public in the autumn of 2024, and six months on, HM The Queen commemorated the occasion by unveiling a plaque alongside a pupil from the neighbouring Badbury Park Primary School.



## Building excellence award

The £33.5m urgent and emergency care development was one of the winners at this year's Swindon Building Control Local Building Excellence Awards.

The awards, which took place at the Civic Offices the town centre, celebrated the best in technical innovation, sustainability, safety and design.

Mayor of Swindon, Councillor Fay Howard, handed out awards in 12 categories from small extensions to large housing developments.

## New Endoscopy unit

The brand-new, state-of-the-art unit at West Swindon Health Centre offers thousands of patients the opportunity to receive vital care, which could prove lifesaving, sooner and closer to home.

Not only does the unit relieve pressure on GWH, but it ensures people waiting for important investigations can get the care they need in a timelier manner, and in a setting that is closer to their home or place of work.

The unit is managed on a day-to-day basis by clinical teams from the Trust.

## Expansion land

Plans are now underway for developing the expansion land – a 5.5 hectare plot of land adjacent to the hospital, which was purchased by the Trust for the expansion of the hospital's services, back in 2021.

Following a strong and competitive tender process, we have appointed Prime UK, who will act as our developer partner to help us secure investment to build new facilities and services on the Trust's expansion land.

Initial plans focus on moving non-acute activities out of the main hospital building, freeing up critical space for patient care and integrating the expansion land with the existing hospital site.

Phase one plans include a new staff and student accommodation facility and a new sterile services unit, and the construction of a new private healthcare facility.

The new developments will prioritise environmentally friendly practices, incorporating renewable energy, such as solar panels, air source heat pumps, and other sustainable technologies to decarbonise the site.

## Green Plan

Our Green Plan for 2025-2028 is helping our Trust reduce environmental impact and reach net-zero emissions. From greener buildings and sustainable travel to eco-friendly food and medicines, we're committed to a healthier planet and healthier people.

## Net Zero All Party Parliamentary Group

Colleagues joined NHS sustainability champions from across the country to deliver a talk in London at the Net Zero All Party Parliamentary Group. Our colleagues shared the fantastic sustainable healthcare initiatives already underway across the NHS, and discussed some of the ways we could act faster.

## Circular Economy Healthcare Alliance

We have joined five other healthcare trusts across England, as part of the Circular Economy Healthcare Alliance.

The Alliance seeks to demonstrate a commitment to sustainability, by bringing together passionate organisations who can pave the way to a greener NHS.

There are three key areas of

change that the Alliance is focusing on, with particular reference to plastic waste.

This includes reducing unnecessary use of items, using reusable items over single-use and ensuring end-of-life items are returned for remanufacture or recycling.

## Inhaler recycling

Our sustainability team, in partnership with pharmacy and Serco's waste team, have launched an inhaler recycling scheme to reduce the environmental impact of propellant gases, which account for 3.9 per cent of the NHS' carbon footprint.

Hospital-issued inhalers are now being recycled right across the building, which means:

- The leftover inhaler gases are safely captured and used in refrigeration
- The canisters are crushed and their metal reused
- The plastic shells are turned into pellets to create new materials

Thanks to this new initiative, the simple way to recycle inhalers properly is helping to reduce harmful emissions and supporting the NHS' goal to be carbon net zero by 2040.

## Gloves Off

A successful campaign across the whole organisation to reduce unnecessary glove use is having significant impact on also reducing our carbon footprint.

Since the Gloves Off campaign was launched, 27.4 tonnes of CO<sub>2</sub>e across GWH has been saved from the reduction in plastic waste.

Alongside improved hand hygiene and a reduced risk of cross-contamination between patients, Gloves Off impacts patients' comfort and trust in healthcare professionals.

It removes perceived barriers between the patient and staff member, ultimately enhancing benefits to patient care and experience.



## Theatre hats

Our maternity team have devised a new range of inclusive and sustainable theatre hats.

The new hats and hijabs come in a wide range of shapes and sizes to suit different hair styles, types, cultural and religious needs, while bright name tags aim to create a more personal experience during surgery.

Unlike traditional disposable hats, they can be washed and reused multiple times, reducing the team's environmental impact and saving the Trust around £1,650 a year.

Feedback from patients, birth partners and staff has been extremely positive, with one patient saying: "My partner had his hat fitted by the midwife as he has very long dreadlocks. We felt this was an amazing idea and he even had Birth Partner on it which made him feel so involved."





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# Our people

## Success for staff vaccinations

Thanks to the hard work of teams across the Trust, including the Occupational Health and Wellbeing team, the Trust was proud to be ranked first among all NHS trusts in the South West for delivering the flu vaccine to staff in 2024-25.

Nationally, the Trust achieved 10th place for flu vaccine uptake, with approximately 59 per cent of frontline staff choosing to receive the flu vaccine.

Additionally, 25 per cent of staff opted to take up the Covid-19 vaccine.

In total, over 7,272 vaccines were administered across the organisation, including more than 1,600 delivered to inpatients and those using our maternity services.

This success was made possible through the hard work of several teams who coordinated the campaign, which included offering weekend and out-of-hours services.

These efforts ensured staff across the Trust could protect themselves, their colleagues, and our patients.



## Great West Fest

Our fifth Great West Fest, held in September, was our biggest and most memorable celebration yet.

More than 4,500 staff, volunteers, and their families gathered at Town Gardens in Old Town, Swindon, for a fun-filled day of entertainment and activities.

The festival featured an impressive line-up of artists, bands, and performers, headlined by Phoebe Maddison. New additions this year included a foam party, crazy golf, new food vendors, and a craft tent, making it our most diverse and enjoyable event to date.



## Staff Excellence Awards

In July 2025, the Trust held its annual Staff Excellence Awards evening, with 270 staff dressed up for a Mad Hatter's Tea Party-themed night, to recognise the achievements of colleagues from across the Trust.



**Improving Together**  
Angela Morris



**GWH Rising Star**  
Sarah Coxon



**Hero: Beyond the Call of Duty**  
Sarah Churchill



**Improving Patient Experience**  
Katie Rix



**Sustainability**  
Endoscopy Team



**Leader of the Year**  
Jenny Kear



**Championing EDI**  
Kitty Appelby



**Patient Choice**  
Tim Maughan &  
Charlotte Perry-Bennett



**Team of the Year**  
Access Team



**Star of the Year**  
Antenatal Day  
Assessment Unit  
Team



**Lifetime Achievement**  
Dr Kash Aujla



## Supporting women

We have strengthened our talent management programme to support women to get more senior positions, have introduced specialist support for women joining us from overseas and have held educational talks on topics including the menopause and breast cancer awareness.

We have also supported a further 139 female colleagues through coaching, career development and leadership programmes. Serco have also installed free sanitary products in all female toilets, to support women's health and period poverty.

We know there is much more we need to do to reach full gender parity and we are committed to doing our bit for women in Swindon and Wiltshire.

Support for colleagues who have joined us from overseas  
Many of our international recruits have completed a course run by the Trust to become registered nurses here in Swindon.

Each colleague took part in the scheme which provides further skill and training to those have trained as a nurse in their home country and have been working as a Healthcare Support Worker in the UK.

## Pads on a Roll

Free sanitary pads are now available in selected staff toilets across GWH.

The dispensers provide sanitary pads discreetly within the cubicle, next to the toilet roll.

This initiative helps to remove barriers and promote menstrual equity by ensuring that no one is caught without the essentials they need.

The pads are simple, convenient, and more sustainable than traditional packaged products.

## Men's Health Network

Announced during Men's Health Awareness Month in November, the Trust will be launching a Men's Health Network in 2026.

The network will create a safe, inclusive space to talk openly about men's wellbeing and related issues, addressing themes such as:

- Mental health and suicide prevention
- Lower life expectancy and health inequality
- Testicular and prostate cancer awareness
- Masculinity and social expectations
- Addiction awareness (including gambling and alcohol).

## Count Me In

Funding was available for dedicated projects that will help create a more inclusive, welcoming and accessible workplace or healthcare service.

The winning projects included:

**Occupational Health:** Wellbeing boxes for staff areas full of sensory tools and self-care materials, designed to support all colleagues, especially those working night shifts or with neurodiverse needs.

**Maternity Services:** Silk headwear for women with afro-textured or braided hair, promoting dignity, representation and comfort during theatre procedures.

**Children's Emergency Services:** Sensory toys and calming tools ensuring children with additional needs feel safe and supported during unplanned hospital visits.

**The Academy:** Dyslexia reading pens offering practical support to learners in the library who face reading challenges, creating more inclusive learning environments.

**Health and Wellbeing Champions:** Neurodiverse-friendly resources, adjustable lighting and sensory aids for staff.

**Anticoagulation Team:** International Normalised Ratio blood test machines helping patients on warfarin monitor their health from home, improving access and reducing health inequalities.

**Critical Care Unit:** Bereavement books supporting children and people with learning difficulties understand what happens when a loved one dies.

## Armed Forces

Our Veteran Aware status was re-approved by the Veteran Covenant Healthcare Alliance, recognising the continuous improvement work underway to raise awareness and provide support for the healthcare needs of the Armed Forces community, including our patients, visitors and staff.

We are proud to be Veteran Aware, ensuring members of the Armed Forces are never disadvantaged, staff are trained in support and signposting, and we remain a 'forces friendly' employer.

Six staff members from our Trauma and Orthopaedics team completed the south west 'Exercise Medical Endeavour'. A military challenge giving staff the chance to experience the work 243 Multi-Role Medical Regiment does.

## Never OK

We relaunched our Never OK campaign in partnership with Wiltshire Police, reinforcing the clear message that abuse against NHS staff will never be tolerated.

In 2024/25, there were 383 reported incidents of abuse against our staff but sadly, we know there are many more incidents that go unreported.

The Never OK campaign is a vital part of our ongoing commitment to staff safety and wellbeing. This year's relaunch brought a refreshed look and a powerful message, putting real staff at the centre of the campaign.

Wiltshire Police are regularly on site engaging with staff to provide opportunity for cases of abuse to be reported. Training is also now available, providing staff with a better understanding and awareness of how to recognise, report and support abuse in the workplace.

## Freedom to Speak Up

Sonia Maciver is the Trust's Freedom to Speak Up Guardian, who is supported by a number of Freedom to Speak Up Champions. They support staff to raise concerns and support them to identify resolutions and make real change happen, through confidential channels.

To mark Freedom to Speak Up Week in October, Sonia and her team sported green outfits for #WearGreenWednesday and visited various areas across the Trust to share more about the routes available to staff for speaking up.



## Estates and Facilities Management Day

In June we celebrated National Estates and Facilities Day with several activities across the Trust to mark the occasion.

Phillip Shelley, Senior Operational & Policy Manager - Soft FM National Lead for Food at NHS England, spent the day with our teams, and visited our catering, portering, linen and cleaning teams.

Our catering teams offered tasting of some of the nutritious food that is served to our patients across the hospital every day, and staff shared information via interactive displays to staff, patients and visitors in the GWH atrium.

## Award for our Portering team

Our Portering Team was awarded the NHS England Exemplar Award for exceptional portering services. This recognition highlights teams that demonstrate excellence in efficiency, patient care, teamwork, and use of technology. We are the fifth hospital in the country, and the first in our region to receive this award - a testament to the hard work and dedication of our staff.

## NHS Health Passport

We worked with NHS England and NHS Employers to introduce a new NHS Health Passport – a supportive tool designed for staff with a long-term health condition, mental health condition, neurodiversity or disability (including learning disabilities).

The NHS Health Passport helps staff communicate their needs confidently and clearly, access any additional support to manage their health at work and maintain continuity as they move roles, departments or trusts.

The passport is voluntary but acts as a flexible and live document that will support open, confidential conversations between employees and managers.



## DFN Project Search

DFN Project Search is a one-year transition to work programme for young people with learning disabilities and autism, in partnership with Swindon Borough Council and New College Swindon.

This programme enables individuals aged 18 to 24 to gain experience, develop essential work skills, and increase their chance of securing employment in the future.

With only 4.8% of people with learning disabilities in England securing paid work, the programme is designed to challenge this norm and foster inclusive work cultures, showing how young people can enrich and strengthen the workforce.

GWH has achieved an average employment rate of 46% for its interns - far exceeding the national average of 6%. Many from our second cohort graduated as job-ready, with several securing paid roles within the Trust.

## Award for Boots Outpatient Pharmacy

The Boots Outpatient Pharmacy team, based in the Boots store on the GWH site, were recognised nationally by Boots UK for their great work.

The store won the Boots UK 'Best of the Best' Healthcare Team of the Year Award, and Kantha Moodley, Store Manager, won the 'Best of the Best' Inspiring Leadership Award.

In addition to winning these awards, the store's performance is benchmarked against other Boots outpatient pharmacies. GWH Boots is consistently ranking as the number one performing pharmacy out of all the hospital stores nationally.

This success is a reflection of the hard work and partnership between the store and the Trust, to drive forward real improvements to meet the ever-changing needs of the service and our local community.



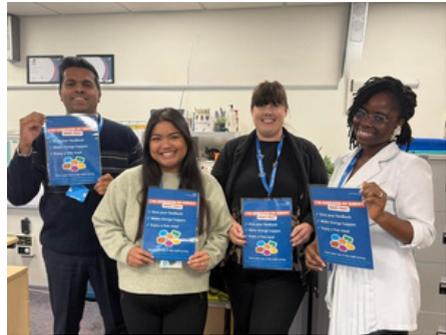
## Staff survey

The Trust saw a strong response to the 2025 Staff Survey, with 66 per cent of our workforce taking the time to share their views, representing 3,639 staff members. All divisions achieved high response rates, including Corporate Services at 81 per cent, Family and Specialist Services Division at 69 per cent, Surgery and Planned Care at 64 per cent, and Medicine at 61 per cent.

Following the 2024 survey results, we made progress in several key areas. We re-launched the Never OK campaign to address concerns around bullying, harassment, and abuse. The Trust also introduced a new behaviours framework to embed our STAR values more consistently across teams, strengthening a culture of respect, active listening, and speaking up.

We continued to advance our Equality, Diversity and Inclusion (EDI) work through the EDI Conference, initiatives such as Count Me In, and the expansion of our EDI Champions and Inclusion Recruitment Champions programmes.

These initiatives reflect our ongoing commitment to building an inclusive, compassionate, and respectful workplace.





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**Looking forward**

## Developing as a group of hospitals

In 2024 we agreed to form BSW Hospitals Group with the Royal United Hospitals NHS Foundation Trust and Salisbury NHS Foundation Trust, recognising the collective challenges we face and how we could work together to create a new health system that is better able to prioritise and deliver on the needs of our population.

We came together as a Group with a focus on quality – to improve patient outcomes, create a better place to work, work more efficiently with others, and become more sustainable and innovative.

This year we have continued to develop our Group's governance and organisational structure and way of working, and forming a single executive leadership team.

Our new leadership structure is one team working across the Group and local care organisations led by one shared Group Chair, which we are currently in the process of recruiting to, and one shared Group Chief Executive – Cara Charles-Barks.

Our Chair and Executive Directors will be joined by a number of shared Group Non-Executive

Directors with some single care organisation NEDs including a Vice Chair at each of our Trusts.

The Group leadership team has shared Executive Directors working alongside the Executive Directors based at each of our local care organisations.

Our vision as BSW Hospitals Group is built on three simple words: 'Where you Matter', outlining our commitment to building a health system that prioritises human connection and meeting of needs as a priority.

It is ambitious but importantly holds us to account to ensure that where we spend our time and money will have significant positive impact for staff and patients.

The three Trusts remain separate legal entities. Our new leadership arrangements enable us to take the next step to establish a shared Group Board which will set out long-term strategy and agree the allocation of resources at each organisation. This Board will be operational from April 2026.

Work is underway to develop a Group Strategy that responds to the NHS 10 Year Plan and sets out our ambitions for the next five years.

## Our new local strategic direction

We launched our new local strategic direction in response to the challenges we face and the opportunities we have to adapt and embrace new ways of working.

It was shaped by almost 2,000 staff, volunteers, patients, public and partner organisations who engaged with us about what's important to them.

It co-exists and complements the work we are doing to develop our Group and the national 10 Year Plan for the NHS, which set out three key shifts – from treatment to prevention, from hospital to community, and from analogue to digital.

Collaboration and partnership are at the heart of this direction, with the themes of integration, co-creation, prevention and patient-centred care central to everything we do.

Four strategic pillars underpin our priorities, these are:

### Outstanding care

Continuous quality improvement and co-creation of services with local communities, with a focus on prevention and early intervention.

### Valued teams

Investing in training, resources, and wellbeing, while bringing teams together with our Improving Together approach.

### Better together

Collaborative and integrated working to improve quality of care and address health inequalities in local communities.

### Sustainable future

Maximise research, innovation and digital opportunities, spend wisely, and deliver on carbon net zero.



## Our Behaviours

Staff and volunteers were invited to have your say on what the most important behaviours should be for all colleagues across the Trust.

Thanks to this extensive engagement exercise, we have been able to co-create eight new behaviours, which support our STAR values - Service, Teamwork, Ambition and Respect - and set the standard for how we are expected to act, communicate and treat others.

We should use them to hold ourselves to account at every level of the organisation, as our behaviours are intended to be a mirror for everyone, and will, over time, become embedded in every part of our culture, reflecting who we are as an organisation.

It's not about teaching us how to behave, but recognising that we are an incredible team of skilled professionals with clear behaviours that our organisation should be held up by.

Only by joining together to meet these behaviours can we ensure we continue to provide the very best care to our patients and offer the support our colleagues need to grow and thrive at work.

**Be compassionate:** We notice what people need and respond with care and honesty, even when time and resources are tight.

**Be dependable:** We keep our word, act with integrity and take responsibility for what we say and do, especially when it's hard.

**Be inclusive:** We make space for every voice, break down barriers and help others feel they belong.

**Be collaborative:** We solve problems together, share responsibility and support each other to grow and succeed.

**Be curious:** We ask questions, encourage others think and stay open to learning, even when it's uncomfortable.

**Be courageous:** We speak up, learn from mistakes, do what is right and support others to embrace feedback, even when it means challenging unfairness or harm.

**Be thoughtful:** We speak and act with care, treating everyone fairly, especially those who feel excluded.

**Be open:** We ask for feedback and welcome different views, even when they challenge our assumptions or authority.

## Research and innovation

Over the past 12 months, the team has recruited more than 646 new participants across 49 different research studies, covering 36 medical specialties. In addition, the R&I team scheduled 1,130 appointments with existing study participants.

In May, the Trust became the first UK site to recruit a participant to the CORNERSTONE commercial study, which is investigating a new drug to treat migraines. Being the first site to recruit a patient in a multi-site UK trial is a testament to the Trust's efficiency in study setup and participant recruitment.





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