

COTSWOLD SURGICAL PARTNERS

Quality Account Report 2025/2026

Quality Care, Locally Delivered



CQC Inspected and Rated · Good

NHS Provider · Private Provider · Dermatology · Plastic Surgery · Aesthetics

Established

2011

Reporting Period

Apr 2025 – Mar 2026

Version

1.0

This Quality Account is produced annually to demonstrate our commitment to transparency, continuous improvement and the highest standards of patient-centred care. It is submitted in accordance with the Health Act 2009 and the National Health Service (Quality Accounts) Regulations 2010.

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Introduction to the 2025/2026 Cotswold Surgical Partners Quality Account

This Quality Account is the annual report of Cotswold Surgical Partners (CSP), providing a comprehensive review of our performance and the quality of care delivered between 1st April 2025 and 31st March 2026. In keeping with our commitment to transparency and accountability, this report offers patients, stakeholders and the public an evidence-based assessment of our achievements and areas for continued development. It has been produced by our Quality Reporting and Administrative Associate with oversight from CSP's Directors and Clinical Lead.

CSP is dedicated to delivering healthcare of the highest standard, underpinned by rigorous quality assurance and safe practice across every aspect of patient care. The three pillars of our service quality are:

<h3>Patient Safety</h3> <p>Ensuring confidentiality and safe outcomes</p>	<h3>Clinical Excellence</h3> <p>Monitoring and enhancing treatment effectiveness</p>	<h3>Patient Voice</h3> <p>Gathering, analysing and acting on patient feedback</p>
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Founded in 2011, CSP began delivering Plastic Surgery and Dermatology services from Tetbury Hospital, subsequently expanding across Wiltshire including Spa Medical Centre in Melksham. In 2021 we opened our purpose-built standalone facility in Royal Wootton Bassett, designed with Infection Prevention and Control at its heart. CSP is a Consultant-led, Care Quality Commission (CQC) regulated provider of NHS and Private Dermatology, Plastic Surgery and Aesthetic Procedures, having received a 'Good' rating across all CQC domains at inspection in November 2022.

Through our NHS partnerships — including Bath & North East Somerset, Swindon and Wiltshire ICB (BSW ICB), NHS Gloucestershire ICB, Great Western Hospital Swindon, North Bristol NHS Trust and Royal United Hospital Bath — CSP serves a wide patient population via the Electronic Referral Service. All services are delivered under NHS Standard Contract and to patients aged 18 and over.

Looking ahead, CSP continues to pursue new NHS contracts in Oxfordshire and Berkshire in line with our growth strategy. This report reflects our dedication to continuous improvement and our ambition to set new benchmarks in accessible, high-quality community surgical care.

In 2025/2026, CSP dedicated over 22,000 clinical and 27,000 administrative hours, seeing more than 5,158 NHS and 900 Private Patients. Our team comprises over 40 clinical professionals and more than 20 administrative staff — all united by our shared values and commitment to quality care, locally delivered.

The image displays a CQC 'Good' rating badge on the left, which includes the text 'Inspected and rated', 'Good', 'Care Quality Commission', and 'Inspection: November 2022'. To the right is a table of inspection findings, all of which are rated 'Good'.

✓ Are services Safe? Overall rating for this location	Good
✓ Are services Effective? All five key domains rated Good	Good
✓ Are services Caring? Patient experience and compassion	Good
✓ Are services Responsive? Meeting individual patient needs	Good
✓ Are services Well-led? Leadership, culture and governance	Good

Our Values

At Cotswold Surgical Partners, our values are the foundation of everything we do. They guide our approach to patient care, clinical practice and organisational development — ensuring every patient feels respected, supported and heard throughout their journey with us.

Our ethos of 'Quality Care, Locally Delivered' is expressed through five core values:

Dignity & Respect

We treat every patient with kindness, courtesy and compassion. Privacy and dignity are respected at all times, and patients play an active role in their own care plans.

Quality Care

We promote patient access and involvement in care planning, providing both physical and emotional support. We engage with other providers as needed and ensure every patient has the information required for informed decision-making.

Attentive

We recognise the individual circumstances of each patient and adapt our services accordingly — staying focused, attentive to detail and fully present, whether in surgery or over a cup of tea discussing future care.

Accountable

We place patient health, safety and emotional well-being at the heart of all we do. We participate in regular auditing, collect and evaluate feedback, and continually refine our processes with honesty and transparency.

Collaborative

We believe that collaboration drives innovation, efficiency and better outcomes. By listening to and learning from referral partners, other providers and patients, we continuously improve the care we deliver.

Statement from Medical Directors



Nick Reynolds, Director



Tom Millard, Director



Umraz Khan, Director

"As Directors of Cotswold Surgical Partners, we are proud to present this Quality Account Report for 2025/2026. It reflects our unwavering commitment to patient-centred care, clinical excellence and continuous improvement."

Over the past 14 years, CSP has grown into a trusted provider of Plastic Surgery and Dermatology within the NHS — built on a vision of delivering high-quality, safe and collaborative care in a community setting. In 2021, Directors Nick Reynolds, Tom Millard and Umraz Khan established our dedicated facility in Royal Wootton Bassett, enabling seamless, personalised care for both NHS and private patients.

Our partnership with local hospitals — particularly in skin cancer multidisciplinary teams — ensures patients benefit from a joined-up, comprehensive approach to care. We remain committed to alleviating demand on local secondary care providers by delivering high-quality, accessible services closer to home.

A milestone in our journey was our CQC inspection in November 2022, where we received a 'Good' rating across all domains. This reflects our investment in advanced clinical systems, robust infection control, and a culture of open, patient-centred care. Patient feedback — gathered consistently through the Friends and Family Test — remains overwhelmingly positive, with the majority of patients seen within 4–6 weeks, well ahead of the 9-month NHS average for equivalent services.

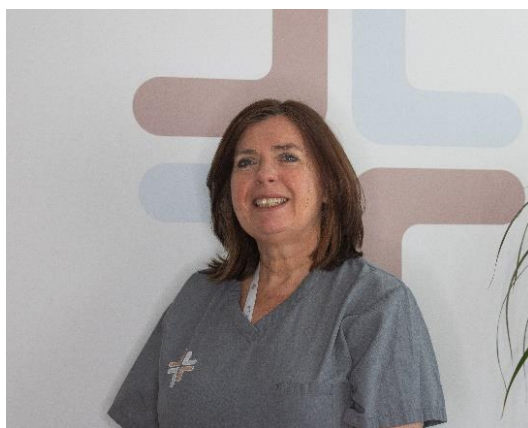
We are grateful to our patients, partners and community for their continued trust and support. As we move forward, CSP remains committed to advancing the boundaries of community surgical care, investing in our people and building on the strong foundations we have established.

Nick Reynolds
Director

Tom Millard
Director

Umraz Khan
Director

Statement on Quality from Nurse Manager/Clinical Lead



"At Cotswold Surgical Partners, quality is not merely a goal — it is the standard we strive to exceed every single day."

— Wendy Jones, Nurse Manager/Clinical Lead

Our commitment to quality has been central from the outset, shaping the design of our purpose-built premises where Infection Prevention and Control is a top priority. Every member of our carefully selected team is chosen to reflect our core values: Dignity & Respect, Quality Care, Attentiveness, Accountability and Collaboration.

From the initial booking through to post-operative review, we ensure every patient is well-informed and supported. Comprehensive preparation before surgery — including review of clinical notes, laterality, co-morbidities and mobility — allows for smooth, safe patient flow. On the day of surgery, our team provides psychological reassurance alongside exceptional clinical care, and detailed post-operative information ensures patients know what to expect during recovery.

Complex surgical patients benefit from our dedicated post-operative dressing clinics, managed by a fully qualified nursing team. We liaise closely with patient's original referral source for postoperative wound management requirements if that is part of the patient pathway, and also with primary care/community staff who have any post-operative wound concerns.

Patient feedback — which is consistently exemplary — motivates our team to maintain and raise standards. We actively support staff development, with many junior staff progressing into nursing and ODP roles. Regular clinical teaching sessions, team meetings and routine audits ensure open communication, continuous development and adherence to the latest clinical guidelines.

Wendy Jones, Nurse Manager/Clinical Lead

Statement on Quality from Deputy Practice Manager



"The team remains committed to continuous improvement, adapting to service demands and supporting high standards of care." — Zoe Buckland, Deputy Practice Manager

The administration team consistently demonstrates high standards in supporting patient care through efficient coordination, professionalism, and compassionate communication. Team members ensure that appointments, referrals, and post-operative correspondence are managed promptly and accurately, contributing to a smooth and positive patient experience. Their commitment to confidentiality, attention to detail, and responsiveness helps maintain a safe and well-organised environment for both patients and clinical staff.

The team plays an important role in ensuring continuity of care by maintaining accurate patient records, managing administrative processes effectively, and responding appropriately to patient enquiries and concerns. Staff work collaboratively with clinicians and external healthcare providers to support timely communication and effective service delivery. A patient-centred approach is evident in all interactions, with staff demonstrating empathy, patience, and professionalism.

Administrative systems and processes are regularly reviewed to improve efficiency, minimise errors, and support compliance with organisational policies and regulatory requirements. The team remains committed to continuous improvement, adapting to service demands and supporting high standards of care. Their adaptability and dedication contribute significantly to a safe, effective, and positive experience for all patients at Cotswold Surgical Partners.

Our Mission

Cotswold Surgical Partners is dedicated to providing high-quality, patient-centred Plastic Skin Surgery and Dermatology services. Our mission is to deliver exceptional care with a commitment to safety, innovation and integrity — empowering patients through individualised treatment plans that address their unique health and aesthetic needs, and fostering confidence and well-being at every stage of their care.

Our team of highly skilled professionals adhere to the highest standards of surgical excellence and ethical practice, combining the latest technological advancements with continuous improvement to achieve optimal outcomes and informed decision-making.

Our Vision

We envision Cotswold Surgical Partners becoming one of the leading trusted providers of Plastic Skin Surgery and Dermatology in the South West of England, recognised for excellence, innovation and patient-centred care. We aspire to deliver outcomes that exceed expectations, enhancing the health and confidence of every patient we serve.

As we grow, we will extend our impact by expanding service accessibility, educating our communities on skin health and wellness, and demonstrating that sustainable, compassionate care and operational excellence can go hand in hand.



Care Quality Commission

Cotswold Surgical Partners (Unit 13, Interface Business Park, Royal Wootton Bassett, Wiltshire, SN4 8SY) is registered with the Care Quality Commission (CQC) to provide diagnostics and screening, surgical procedures, and treatment of disease, disorder or injury.

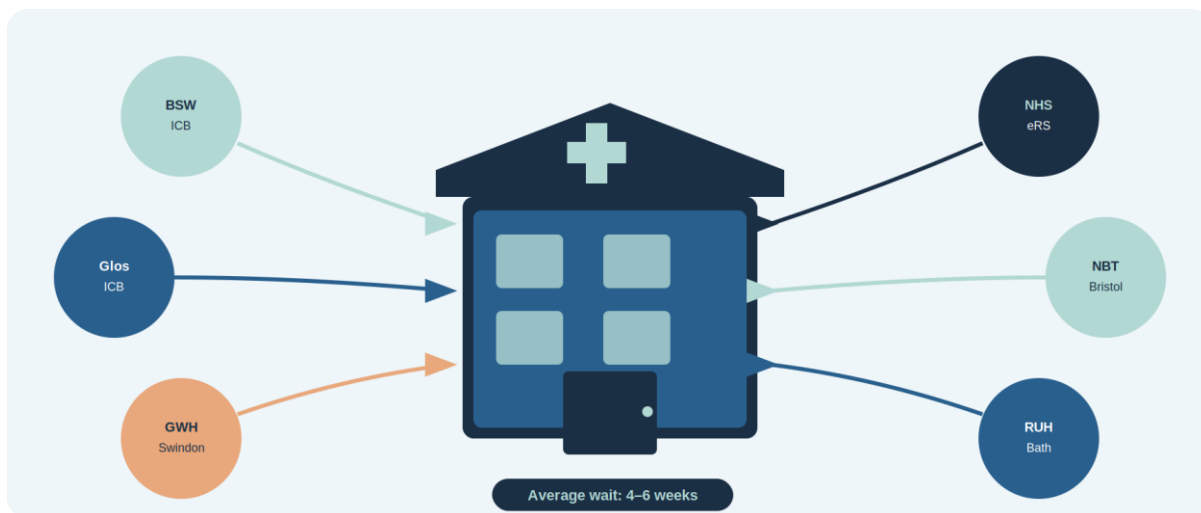
In November 2022, CSP received a 'Good' rating across all CQC inspection domains — a result that continues to underpin our commitment to safe, effective and compassionate care.

Overall Rating for this Location	GOOD
Are services safe?	Good
Are services effective?	Good
Are services caring?	Good
Are services responsive to people's needs?	Good
Are services well-led?	Good

Our complete CQC Inspection Report is available at www.cqc.org.uk or via the QR code in our reception area.



NHS Referral Routes & Services



Cotswold Surgical Partners provides a range of NHS-funded and commissioned services, processed in accordance with the latest referral guidelines and clinical policies issued by Integrated Care Boards and NHS Trusts. Appointments are typically available within 4–6 weeks, significantly reducing waiting times for patients compared to standard NHS pathways.

1 NHS e-Referral Service (eRS)

For applicable services, patients can manage and book their initial appointment directly through eRS. A triage telephone call will confirm the referral and procedure required, and patients are booked directly for their surgical procedure.

1.1 NHS England Nationwide Offering (Secondary Care Menu)

As a Consultant-led service, any patient in England meeting their local ICB referral policy may request an electronic referral to CSP through their GP, based on patient choice.

2 NHS Bath and North East Somerset, Swindon and Wiltshire ICB (BSW ICB)

CSP is commissioned to provide specialist Plastic Surgery and Medical Dermatology in a community setting, increasing access to community-based care for patients registered with a BSW ICB GP surgery.

3 NHS Gloucestershire Integrated Care Board (ICB)

Working alongside Gloucester Royal Hospital, CSP supports their waiting list. GPs may make a direct referral via the National Secondary Care eRS if the condition meets ICB clinical policy.

4 Great Western Hospital – Swindon (Waiting List Initiative)

CSP works in partnership with the Plastic Surgery team at GWH. Applicable patients are offered referral to CSP to reduce waiting times. Under this contract CSP completes surgery only, with all aftercare discharged back to the referring hospital.

5 Great Western Hospital and Royal United Hospital – Inter Patient Transfers (IPT)

Patients already under GWH and RUH care may be clinically assessed and transferred to CSP for ongoing management, supporting capacity challenges and reducing overall waiting times.

6 North Bristol NHS Trust – Southmead

Patients requiring surgery who elect to be treated at CSP during their initial consultation at North Bristol NHS Trust are transferred to us, with ongoing care provided in close partnership with the Trust.

Private Services

Cotswold Surgical Partners provides Private Care through Consultant-led Dermatology and Consultant-led Plastic Skin Surgery, offering patients a seamless and personalised experience with access to highly experienced specialists and state-of-the-art facilities. All Private Patient communications are managed by our dedicated Private Patient Coordinator.

Initial Consultation

A formal consultation is required before any surgical procedure. Consultations are arranged with a Consultant Dermatologist or Consultant Plastic Surgeon (a deposit is required to hold the appointment; the balance is paid on arrival). The consultant will take a detailed medical history and explain all options, processes and associated costs.

Follow-Ups

Follow-up consultations depend on the patient's skin condition. Not all conditions require follow-up; often a single consultation is sufficient.

Histology & Diagnostic Tests

Where clinically recommended, certain procedures can only proceed following vital diagnostic tests. This will be discussed at the initial consultation if applicable.

Quotation Information

Following an initial consultation, patients receive a detailed quotation and are given time to consider their options. Our Private Patient Coordinator will assist in making any necessary appointments or arrangements. All prices are subject to consultation.

Insurance

CSP welcomes both self-paying and insurance-funded patients, and is recognised by a number of private health insurers including Bupa, AXA, Cigna, Check4Cancer, The Exeter, WPA and Healix. Patients should obtain an authorisation code from their insurer before attending.

Dressing Clinics & Wound Reviews

These appointments are required after certain surgical procedures and involve suture removal, wound inspection, graft/flap check and dressing changes by a registered nurse. The number of appointments required varies by procedure and clinical need.

Review of Services

In the 2025/2026 reporting year, CSP continued to deliver a range of high-quality services under NHS Standard Contracts, supporting patients with dermatological conditions and those requiring surgical procedures. Our Community Skin Surgery Services are designed to provide safe, timely and accessible care in line with NHS expectations.

Key Service Highlights

Average waiting time	4–6 weeks from referral to appointment
Booking channel	Directly bookable via the e-Referrals Service (eRS)
RTT compliance	Meeting the 92% constitutional target — patients seen within 18 weeks of referral
Discharge summaries	All Electronic Discharge Summaries sent to GP practices within 24 hours of surgery
Patient information	Pre- and post-surgery information available on our website and via AccurX messaging
Administrative support	Available Monday – Friday, 8:30am – 5:00pm
Clinic availability	Working week and occasional Saturdays
Locations	Two sites across Wiltshire to maximise accessibility

Compliance, Safety and Training

We maintain rigorous infection control measures following industry best practices, conduct regular audits and safety training refreshers, and ensure all staff complete comprehensive induction and ongoing development programmes. All qualified personnel complete the annual ILS programme. CSP have been nominated for a gold award for our Health & Safety compliance following an inspection by our H&S experts, Peninsula Group Ltd.

Efficiency and Reduced Waiting Times

Our average wait time of 4–6 weeks represents a significant improvement against the 9-month NHS average for equivalent services. Patient pathways have been continuously optimised to minimise time from consultation to procedure without compromising quality.

Challenges and Areas for Improvement

While proud of our service offering, we recognise challenges arising from increasing patient demand and resource allocation. Our plans for 2026/2027 focus on expanding appointment capacity while continuing to grow our clinical and administrative teams sustainably.

Key Achievements 2025/2026

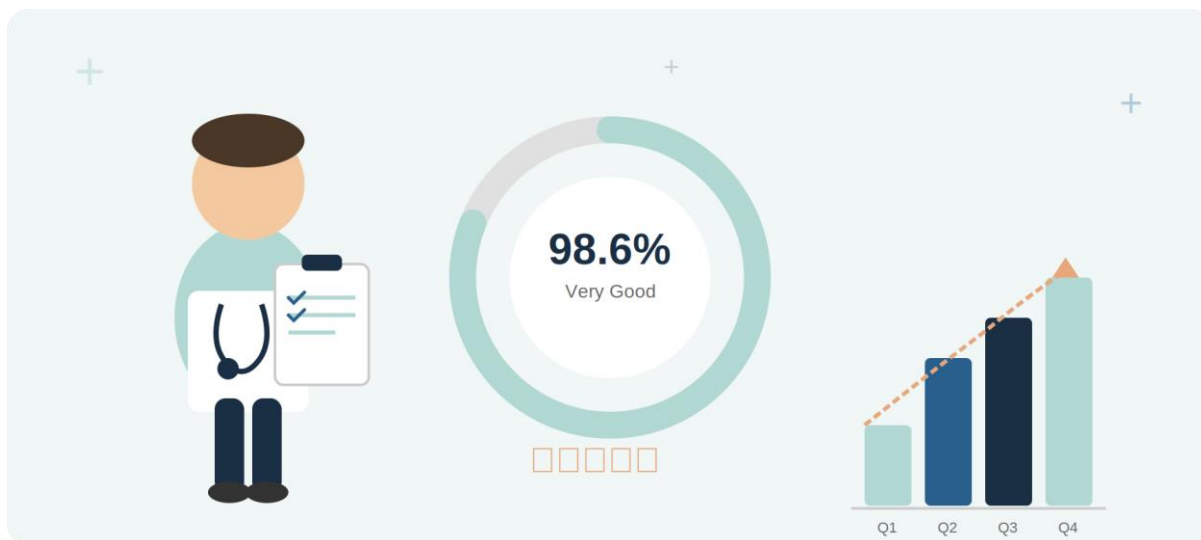
This reporting year saw significant advances in delivering high-quality, patient-centred Plastic Skin Surgery Services. Key milestones achieved include:

- Maintained 'Good' CQC rating across all inspection domains
- Expanded our workforce to accommodate growing referral demand for Plastic Surgery and Dermatology
- Enhanced patient communication through the 3CX Phone System and accuRx, including voicemail options
- Revised and updated pre- and post-operative patient information leaflets following patient feedback
- Maintained robust infection prevention and control measures across all clinical areas, incorporating mandatory National Standards of Healthcare Cleanliness (2025)
- Delivered an expanded auditing schedule providing ongoing quality feedback
- Streamlined internal administrative pathways, improving patient experience and service delivery
- Invested in advanced clinical equipment to improve effectiveness and patient outcomes
- Achieved 98.6% patient satisfaction — patients rating our service as 'Very Good' and recommending us
- Upgraded data governance protocols to strengthen information protection and regulatory compliance
- Treated a large volume of patients, seeing 5,158 NHS and 953 Private Patients across both sites

Summary of Surgical Services Offered

Skin Cancer Surgery Diagnosis, excision and reconstruction	Mole Checks Dermoscopic assessment and advice	Scar Revision Surgery Improving appearance and function
Eyelid Surgery Functional and aesthetic blepharoplasty	Skin Lesion Surgery Removal and histological analysis	Skin Tag & Cyst Removal Minor procedures under local anaesthetic

Review of Quality Performance



CSP places great emphasis on clinical effectiveness, achieved through regular service reviews and exceptional governance across all areas. The essential elements contributing to our clinical effectiveness are set out below.

Expert Personnel

Our team of skilled Dermatologists, Surgeons and Theatre Staff are trained in skin surgery, guaranteeing quality and safety. Every employee undertakes continuous professional development to stay current with best practice.

State-of-the-Art Facilities

Our facilities feature dual LED operating lights, high-quality air handling systems, modern theatre equipment and dedicated recovery bays to ensure patient comfort and care continuity throughout each procedure.

Rigorous Infection Control

Strict sterilisation protocols and infection control measures are followed to prevent surgical site infections and other complications, in line with NICE guidelines, NHS Infection Control Manual standards and National Standards of Healthcare Cleanliness.

Safe Local Anaesthesia Practices

The correct administration and monitoring of local anaesthesia is essential for patient comfort and safety. Our protocols ensure this is consistently delivered across all procedures.

Targeted Referrals

Patients are referred based on clearly defined criteria, ensuring each person receives the most appropriate care pathway — enhancing both safety and treatment success.

Comprehensive Post-Operative Support

Patients receive detailed post-operative instructions covering wound management and follow-up requirements, ensuring clarity and confidence throughout their recovery.

Quality Monitoring and Improvement

Regular audits and outcome reviews identify areas for improvement and drive consistent, high-quality care. Patient outcome data and feedback are central to this process.

Interdisciplinary Collaboration

We foster close collaboration among GPs, Dermatologists and Surgeons, ensuring coordinated and comprehensive care for every patient.

Patient Safety

Patient safety is the foundation of our commitment to high-quality surgical care. We maintain a safe environment for patients, staff and visitors through comprehensive safety protocols, effective infection control and proactive risk management.

Our patient safety protocols are rigorously enforced across all clinical areas. We adhere to evidence-based guidelines for sterilisation, hand hygiene and the use of Personal Protective Equipment (PPE). Regular training ensures all clinical staff remain current on infection control protocols and can respond to potential risks promptly.

We have a robust risk management framework comprising routine audits, safety checks and incident reporting systems. Where incidents occur, thorough root cause analyses are undertaken, and learnings are applied to prevent recurrence and strengthen our safety protocols.

Our safeguarding protocols protect all patients and visitors — particularly vulnerable individuals including elderly patients and adults with specific needs. All staff undergo safeguarding training and are vigilant in identifying any concerns. Although our service is for individuals aged 18 and over, all staff are trained in child safeguarding policies to ensure the safety of any children who may accompany adult patients.

Patient complaints regarding safety are taken seriously. Our team investigates each report thoroughly, ensures timely responses and implements corrective actions where required. We regularly review and report on key safety metrics — including infection rates and patient feedback — to assess performance and identify opportunities for improvement.

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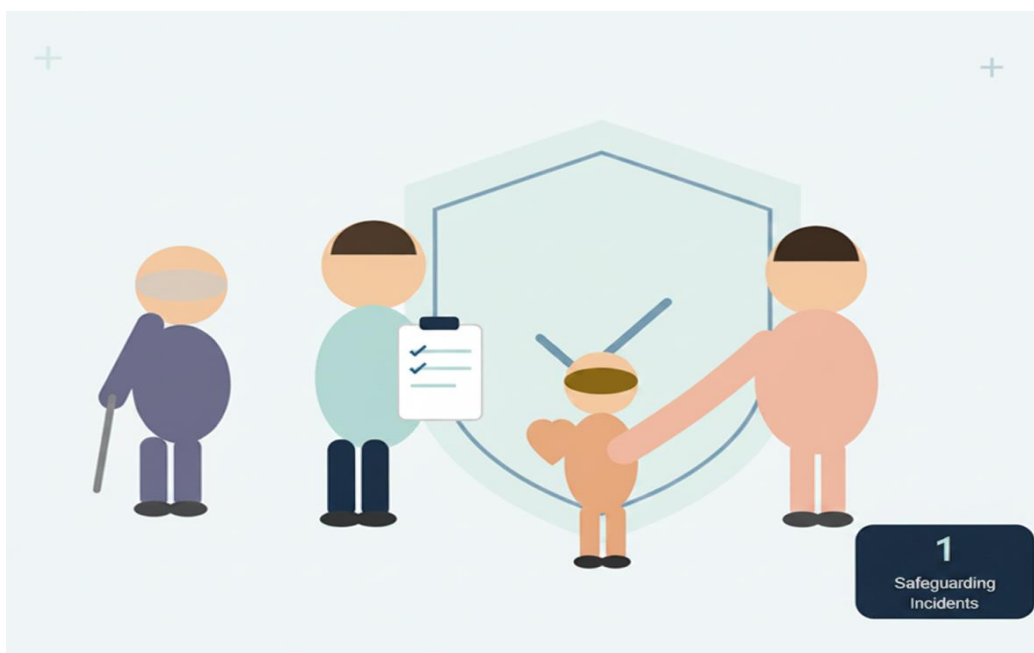
Safeguarding Incidents reported in 2025/2026

4

Complaints received (all resolved)

36

Internal audits conducted



Patient Feedback and Satisfaction

Patient feedback is central to our continuous improvement. While we aim for the highest possible standard of care, we welcome constructive feedback and treat all complaints as learning opportunities. During 2025/2026, only 4 complaints were received, each addressed professionally and systematically.

Key Learnings

- The importance of gathering and acting on real-time patient feedback to drive continuous quality improvements
- Complaints that follow a trend may signal underlying issues — whole-team awareness is essential to identify, address and prevent recurring problems

Improvements Implemented

- A more comprehensive triage system to ensure patients are prioritised by urgency and clinical complexity
- Enhanced pre- and post-operative information materials addressing common patient concerns and improving procedural understanding

2025/2026 NHS Patient Satisfaction Levels

98.6%

OF OUR NHS PATIENTS

rated our service as 'Very Good' and said they would recommend us to family and friends

Critical Performance Metrics — Friends & Family Test

CSP provides obligatory reports to commissioners in accordance with the NHS Standard Contract. In 2025/2026:

5,158

Total NHS patients treated (+47.6% on prior year)

4–6 wks

Average wait time vs 9-month NHS average

2,062

Day case patients offered FFT survey

1,255

Surveys completed (60.9% response rate)

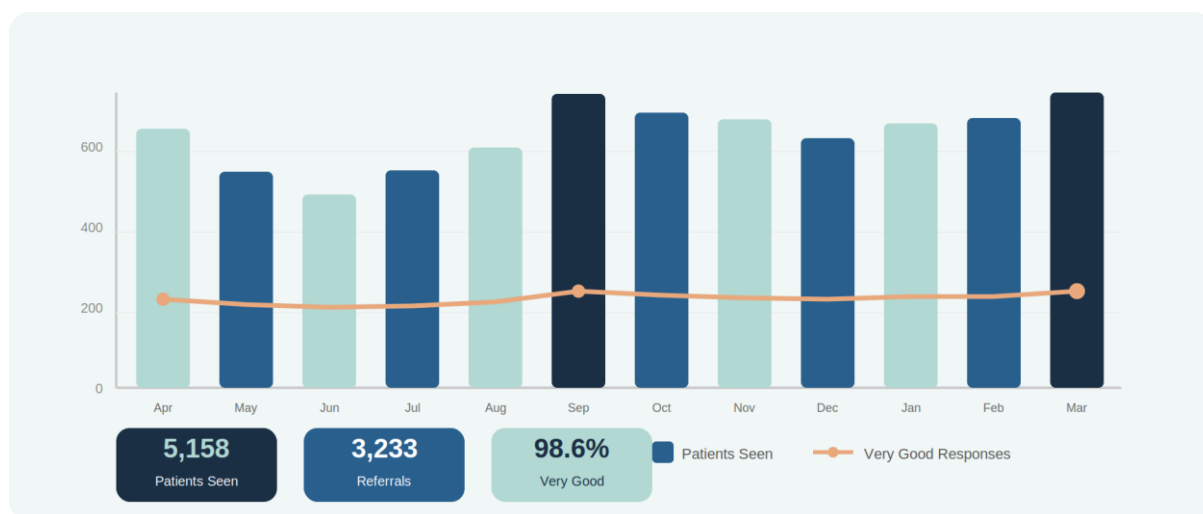
1,238

Patients rating the service 'Very Good'

98.6%

'Very Good' rate among survey respondents

Key NHS Related Performance Audits 2025/2026



Our commitment to NHS standards is reinforced through rigorous performance audits assessing the quality, effectiveness and patient experience of our service. The table below provides monthly and cumulative overviews of key performance metrics for NHS patients, to be completed at the close of the reporting period.

Collective Data	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26	Mar 26
Number of Referrals	220	219	283	424	236	255	239	313	209	262	246	327
Cumulative Referrals	220	439	722	1146	1382	1637	1876	2189	2398	2660	2906	3233
Number of Patients Seen	439	367	327	368	408	497	466	455	425	446	458	502
Cumulative Patients Seen	439	806	1133	1501	1909	2406	2872	3327	3752	4198	4656	5158
Number of Patients who Completed Feedback Form	79	85	74	101	93	117	117	137	92	105	114	141
Cumulative Feedback Form Completions	79	164	238	339	432	549	666	803	895	1000	1114	1255
Number Rating Service as 'Very Good'	75	85	73	101	92	114	112	136	92	104	114	140
Cumulative Number Rating Service as 'Very Good'	75	160	233	334	426	540	652	788	880	984	1098	1238

Patient Compliments



Patient satisfaction sits at the heart of our service. We take pride in delivering personalised, professional and compassionate care, and are grateful to every patient who shares their experience with us. The feedback below is a representative selection of compliments received during 2025/2026.

<i>"Made to feel welcome before and after treatment. The surgeon and nurse were very professional — I was told exactly what would happen before and during the procedure."</i>	<i>"Everyone was very attentive and explained the procedure well. Really made me feel at ease."</i>	<i>"Lovely premises, very welcoming receptionist and staff. Felt very confident and in safe hands. Would highly recommend."</i>
<i>"Excellent care. Great communication."</i>	<i>"Professional — friendly — punctual — excellent."</i>	<i>"Immediately on arrival I was reassured and warmly welcomed. Thereafter I received excellent support and treatment. The nurses were brilliant — highly professional and consistently supportive."</i>
<i>"I was made to feel very relaxed before my surgery, during and after. Everyone was helpful and reassuring."</i>	<i>"I was very nervous before arriving and was made to feel at ease by the team."</i>	<i>"Everyone was kind, helpful and let me know what was going on. All very calm and pleasant."</i>
<i>"Absolutely first-class experience, from arrival to procedure. Incredibly professional service."</i>	<i>"Efficient, caring staff — kind and considerate. The procedure was explained well; the surgeon was delightful."</i>	<i>"Staff were all welcoming and efficient. Appointment was on time; aftercare was explained clearly and was easy to follow."</i>

Data Quality and Assurance

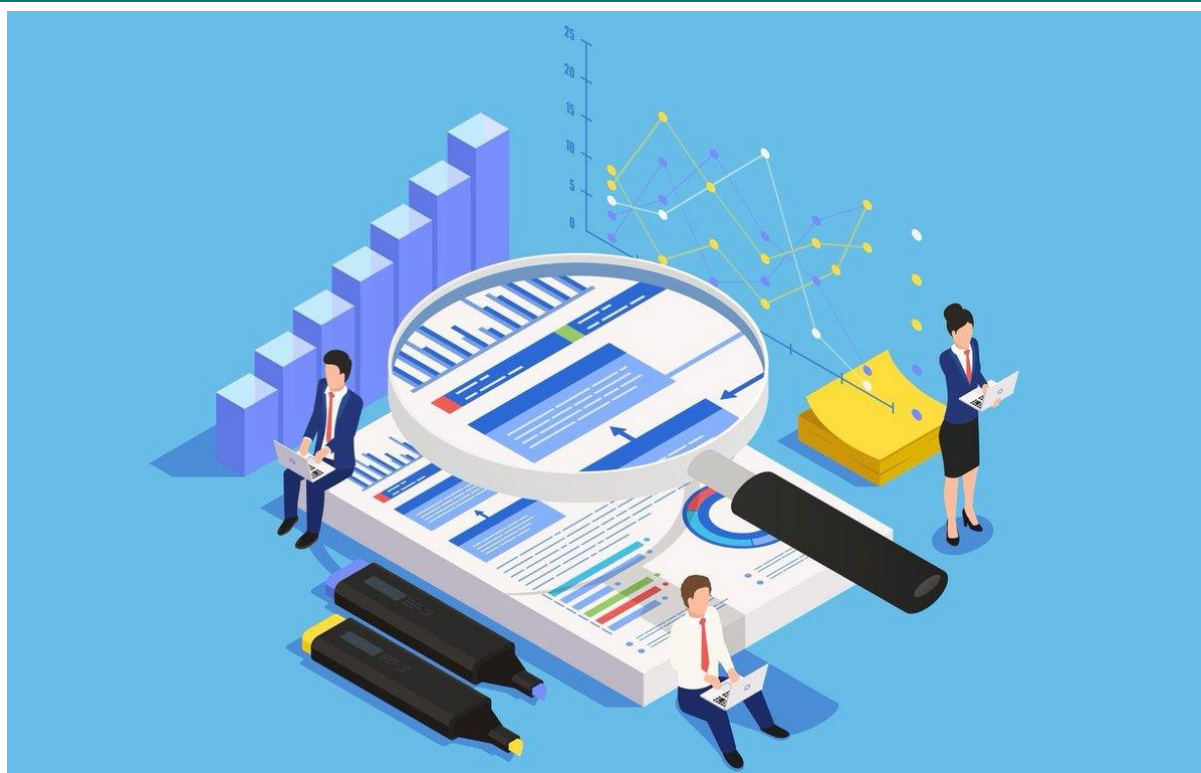


CSP is dedicated to ensuring high standards of data quality and integrity, critical for reliable performance monitoring and continuous improvement in patient care. Our primary data sources include electronic patient records on SystemOne, incident reports, patient feedback systems, clinical audit data and national benchmarking standards.

Data entries undergo regular verification by trained staff cross-checking for completeness and accuracy. Senior Management perform rigorous accuracy checks, identifying and rectifying data gaps promptly. All staff involved in data entry, reporting and analysis receive ongoing training to ensure responsible data handling.

Routine audits on clinical documentation, patient outcomes and incident reports enable trend monitoring, identification of improvement opportunities and regulatory compliance verification. Audit findings are shared with relevant teams to guide targeted improvement actions, maintaining transparency and accountability throughout.

Involvement in Clinical Audits



CSP prioritises excellence through a structured, evidence-based approach to audit-driven improvements. While our specialised services fall outside the scope of standardised national or local clinical audits, we maintain a rigorous internal audit programme spanning both clinical and non-clinical domains.

Clinical Audit Areas

- Infection control
- Excision margin compliance
- Histology management
- Antibiotic stewardship
- Patient safety incidents
- Surgical site infection rates

In total, 36 audits were conducted for this Quality Account Report. Key indicators including procedure type, lesion location and biopsy results are carefully tracked, enabling trend analysis and targeted quality enhancement across our services.

Our audit programme serves as a foundational tool for clinical effectiveness. Through ongoing data collection and in-depth analysis, we identify areas for improvement and develop focused strategies to address them — contributing to superior patient care and better health outcomes.

Staff Survey

At Cotswold Surgical Partners we extend our gratitude to all staff members for their participation in the annual staff survey. Conducted in April 2026, this anonymous survey was completed by 25 members of staff. The feedback is instrumental in identifying strengths and serves as a catalyst for improvement, guiding us towards further enhancing our workplace environment.

Question	Strongly Agree	Neither Agree nor Disagree	Disagree
I feel equipped with the necessary resources to provide high-quality patient care	96%	4%	0%
I am confident in the quality standards we uphold	88%	12%	0%
Communication within my team is clear and effective	72%	20%	8%
I feel comfortable raising concerns or making suggestions to improve patient care	80%	20%	0%
I am kept well-informed about organisational updates	64%	16%	20%
I have received adequate training to perform my job effectively	92%	8%	0%
Patient safety is consistently prioritised in our procedures and policies	96%	4%	0%
I am confident in reporting patient safety concerns or incidents	92%	8%	0%
I have been adequately trained in patient safety protocols	92%	8%	0%
I feel supported by my supervisors in my role	72%	28%	0%
My contributions are recognised and valued by the organisation	48%	36%	16%
I feel that my feedback is considered in decision-making	52%	32%	16%
I am satisfied with my role and the work environment	80%	12%	8%
I would recommend our organisation as a quality place to work	72%	28%	0%

Key Learnings from the 2025/2026 Staff Survey

The survey results are broadly very positive, particularly in areas of patient safety, training and clinical standards. However, several areas have been identified that require management attention and targeted action:

Area of Concern	Action to be Taken
Organisational updates (64% SA, 20% Disagree)	Implement a regular all-staff briefing (written or verbal) to improve information flow across both sites.
Recognition of contributions (48% SA, 16% Disagree)	Introduce structured individual recognition practices — including regular personal praise and acknowledgement of good work by line managers.
Feedback considered in decision-making (52% SA, 16% Disagree)	Create clearer channels for staff feedback to reach decision-makers, with visible evidence of how input has been acted upon.
Supervisor support and team communication (both 72% SA)	Review management practices and communication structures across both sites, and explore whether additional supervisory support is needed.

Note: Anonymous written comments on two survey forms noted that supervisors sometimes do not greet staff personally, and that individual praise for good work is not consistently given. These themes are reflected in the actions above and will be addressed through the management development programme.

Freedom to Speak Up Initiative



Cotswold Surgical Partners proudly supports the NHS Freedom to Speak Up Initiative. We recognise that a culture of openness is fundamental to delivering safe, effective and compassionate care. Every staff member's voice is critical in identifying improvement opportunities, potential risks and innovative ideas.

At CSP, a culture built on trust and transparency directly contributes to better outcomes for both our patients and our staff. We are committed to identifying and removing barriers to speaking up — particularly for underrepresented or vulnerable staff groups.

Our Directorate and Clinical Lead Wendy Jones serve as key points of contact for Freedom to Speak Up concerns. Clear, accessible feedback pathways are maintained with an emphasis on confidentiality and protection from reprisal. Our anonymous staff suggestion box ensures all voices are heard.

CSP aligns with the NHS People Promise, embracing a just, learning-orientated culture. Our policies are regularly reviewed to remove barriers to open communication, anchored in evidence-based practices outlined by the National Guardian's Office. This approach reflects our core values of Dignity & Respect, Attentiveness, Accountability and Collaboration.

Safeguarding



Safeguarding is at the centre of everything we do at Cotswold Surgical Partners. We are fully committed to the safety and well-being of our patients and staff, with robust policies and procedures regularly reviewed against the highest standards of care.

All staff receive comprehensive safeguarding training and are trained to identify and respond to concerns effectively. We work closely with local authorities, healthcare professionals and safeguarding boards to take a collaborative approach to protecting those at risk. Although our service is exclusively for individuals aged 18 and over, all staff are trained in child safeguarding policies for the safety of any children accompanying adult patients.

There has been one Safeguarding Incident to report in 2025/2026.

Infection Control

Infection control is a top priority at CSP. We are committed to maintaining the highest hygiene and infection prevention standards, with protocols regularly updated in line with national guidance. All staff receive ongoing training in infection prevention, and we use stringent cleaning procedures, aseptic techniques and PPE in line with NICE guidelines and the NHS Infection Control Manual.

We continuously monitor and audit our infection control practices, using feedback to drive improvements and maintain transparency. This includes reviewing data on surgical site infections and the effectiveness of cleaning processes. Our proactive approach to infection control underpins safe, effective care for every patient.

Data and Information Governance

CSP is committed to the highest standards of data and information governance. Our approach is aligned with the Data Protection Act 2018 and GDPR, with a comprehensive governance framework addressing data privacy, security and transparency across all processes from collection through to disposal.

We utilise secure systems for managing patient records and clinical data, supported by encryption and access controls preventing unauthorised access. Regular audits monitor compliance and identify improvement areas. Robust incident response procedures address any data security risks swiftly and effectively.

By prioritising data governance, we build trust with our patients, staff and partners — providing assurance that all information is treated with respect, confidentiality and integrity.

Clinical Governance



Clinical governance is central to our mission at CSP. Our comprehensive clinical governance framework systematically monitors, evaluates and enhances the quality of care we deliver — creating an environment where excellence is the norm and every staff member feels empowered to contribute.

Regular audits using evidence-based protocols, ongoing staff training and development, active collection of patient feedback, and robust incident reporting and review processes all underpin our governance approach. Learning from feedback and incidents is fundamental to improving practice and ensuring the safest possible care.

Transparency, open communication and a commitment to learning are the cornerstones of our clinical governance culture. Through this dedication, CSP strives to exceed quality standards and ensure safe, compassionate care remains at the forefront of all we do.

Our Sustainability Initiatives

CSP is committed to sustainability and alignment with the NHS net-zero ambitions. Our Green Plan, initiated in June 2022, serves as a foundational element of our operational strategy, targeting NHS net-zero goals of carbon neutrality for direct emissions by 2040 and for the extended supply chain by 2045.

Our primary service — NHS-funded skin cancer treatment — is delivered by a multidisciplinary team of Plastic Surgeons and Dermatologists. As we grow, we are integrating sustainable practices across the organisation, including enhanced waste management and 100% recycling of domestic waste where applicable.

System Leadership & Workforce

Our designated Sustainability Representative embeds sustainable practices in staff onboarding, training and communications, making environmental responsibility a shared organisational value.

Sustainable Models of Care

We continue our digital transformation — replacing paper records with electronic documentation and utilising virtual communication. Email and text confirmations via accuRx replace printed correspondence.

Eco-Friendly Facilities

Energy-efficient appliances, motion-sensor lighting, water-efficient plumbing and on-site electric vehicle charging reduce energy consumption while promoting sustainability within our facilities. We are looking into solar panelling and investing in darker blinds to minimise aircon usage.

Travel and Transportation

We encourage public transport use, lift sharing, we provide EV charging stations and promote cycle-to-work schemes to support greener commuting for all staff.

Supply Chain Management

Our procurement strategy prioritises eco-friendly, reusable supplies from carbon-neutral vendors where possible. We are also reducing delivery frequency to decrease associated emissions.

Governance of the Green Plan lies with the Directors. Regular reviews track progress against benchmarks, transparently shared within the organisation and through public channels. Many measures either deliver immediate cost savings or are cost neutral.

Priorities for Improvement 2026/2027



Moving forward into 2026/2027, our improvement priorities are shaped by patient feedback, clinical audits and system-wide learning. They are designed to enhance patient experience, optimise outcomes and promote operational excellence.

Enhance Patient Safety and Infection Control

1

Patient safety remains our top priority. We will continue robust infection control measures and comprehensive staff training, aiming to reduce surgical site infections and preventable complications.

- Regular internal audits and external reviews to evaluate infection control processes
- Enhanced real-time monitoring during procedures to ensure immediate response to any breaches

Expand Access to Patient Health Education and Improve Postoperative Support

2

Correctly informed patients have better outcomes. We will expand educational resources and regularly revise post-operative information across digital and printed formats.

- Revision of pre- and post-operative care leaflets tailored to each procedure
- Expanding health education literature in both printed and digital formats

Reduce Wait Times and Improve Service Efficiency

3

With growing service demand, we will implement streamlined scheduling and improved appointment management technology to maintain a seamless patient journey.

- Appointment management system upgrades to allocate time slots efficiently
- Monthly wait-time performance reviews to monitor the impact of scheduling changes

Strengthen Quality Monitoring and Clinical Governance

4

We will expand our quality monitoring framework with a focus on clinical outcomes, patient satisfaction and procedural proficiency, using data-driven insights to drive evidence-based improvements.

- Enhanced data collection on patient outcomes with regular analysis
- Comparison with national quality benchmarks to prioritise high-impact improvements

Invest in Team Development and Multidisciplinary Collaboration

5

A skilled, collaborative team is essential to high-quality care. We will continue investing in staff development and interdisciplinary collaboration among GPs, Dermatologists and Surgeons.

- Collaborative protocols and best practice guidelines for multidisciplinary cases
- Onboarding and cross-training initiatives to build departmental understanding
- Regular case reviews and collaborative planning sessions to enhance teamwork
- Robust induction programme reinforcing our culture of quality and patient-centred care

Conclusion



This Quality Account Report has given CSP the opportunity to carefully assess our achievements, recognise areas for growth and set meaningful goals for the coming year. Our commitment to high standards in patient safety, clinical excellence and compassionate care remains at the heart of everything we do.

Every improvement we make has a direct impact on the health, safety and experience of our patients — a responsibility that drives our ongoing dedication to quality. As a forward-thinking organisation, we embrace advancements in medical practice and technology to better meet patient needs and enhance our services. Maintaining a transparent and accountable approach is essential to building trust and delivering exceptional healthcare.

Our focus remains on fostering a culture of learning, collaboration and innovation across every level of the organisation — ensuring that every patient receives care that is not only safe, but compassionate and tailored to their individual needs.

Acknowledgements

The progress outlined in this report would not be possible without the dedication and expertise of the entire CSP team. We extend our sincere gratitude to all staff — from clinical teams to administrative colleagues — each of whom plays a vital role in ensuring patients receive exceptional care.

Special thanks to our Directors Nick Reynolds, Tom Millard and Umraz Khan for their strategic leadership and unwavering commitment to quality. We are especially grateful to Wendy Jones, our Nurse Manager/Clinical Lead, whose dedication to clinical excellence and support for our healthcare teams exemplifies the values we uphold as well as Zoe Buckland, our Deputy Practice Manager, who provides exemplary administrative oversight for the business.

Most importantly, we thank our patients and their families. Their trust, feedback and collaboration are essential to our work — inspiring us to strive for excellence and continually improve the care we provide.

Report Overview

Reporting Period	1st April 2025 – 31st March 2026
Produced by	Ellis Jones (Quality Reporting and Administrative Associate)
Approved by	Nick Reynolds (Managing Director), Wendy Jones (Nurse Manager/Clinical Lead)
Purpose	This Quality Account Report is produced annually to outline CSP's performance in delivering high-quality patient care. It improves transparency and accountability by sharing performance information against quality standards — including patient safety, clinical effectiveness and patient experience — while highlighting achievements, areas for improvement and future goals.
Recommendations	Present findings to the CSP team. Continue data collection through audits, incorporating any additional insights. Ensure all new staff comply with established quality foundations.

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Statement from:-

NHS Bath and North East Somerset and Wiltshire Integrated Care Board



**Bath and North East Somerset,
Swindon and Wiltshire**
Integrated Care Board

Statement from NHS Bath and North East Somerset, Swindon, and Wiltshire Integrated Care Board (ICB) on Cotswold Surgical Partners Quality Account for 2025/2026

NHS Bath and North East Somerset, Swindon, and Wiltshire Integrated Care Board (ICB) welcomes the opportunity to review and comment on Cotswold Surgical Partners' (CSP) Quality Account for 2025/2026. Insofar as the ICB has been able to check the factual details, the view is that the Quality Account is materially accurate, in line with information presented to the ICB through contractual monitoring and aligns with NHSE Quality Account requirements.

BSW ICB notes the comprehensive overview of the provider's achievements, challenges, and future priorities, aimed at supporting the continued delivery of high quality care. It is the view of the ICB that the Quality Account reflects CSP's ongoing commitment to continuous improvement in patient care and safety and recognises the provider's key achievements in the following areas:

- Delivery of high levels of patient satisfaction (98.6%) and strong patient feedback, reflecting compassionate, patient-centred care.
- Maintenance of short waiting times (4–6 weeks) and compliance with NHS Constitution standards, improving access and reducing pressure on secondary care services.
- Continued growth in activity and capacity, including treating over 5,000 NHS patients and expanding workforce and infrastructure.
- Demonstrable commitment to patient safety and quality improvement, including robust incident reporting, a comprehensive programme of internal audits, and ongoing learning from incidents and feedback.
- Strengthened infection prevention and control measures and adherence to national standards, supported by investment in facilities and training.
- Improvements in patient communication and administrative pathways, including enhanced digital systems and patient information resources.

The ICB recognises CSP's 2026/27 plan to improve the quality of care and notes the following key priorities for further development:

- Continued focus on enhancing patient safety and infection prevention and control, including strengthened monitoring and audit processes to minimise complications.

- Expansion of patient education and post-operative support, ensuring patients are well informed and supported throughout their care pathway.
- Actions to manage demand and further reduce waiting times, including service efficiency improvements and optimisation of appointment systems.
- Strengthening quality monitoring, data utilisation, and clinical governance, with increased use of benchmarking and outcome data to inform improvement.
- Further investment in workforce development and multidisciplinary collaboration, supporting staff engagement, communication, and continuous professional development.

We look forward to seeing progress against the quality priorities identified in this Quality Account, alongside the continued maturity of the Patient Safety Incident Response Framework (PSIRF) and CSP's contribution to system-wide learning and improvement.

NHS Bath and North East Somerset, Swindon, and Wiltshire ICB is committed to sustaining strong working relationships with Cotswold Surgical Partners and, together with our wider stakeholders, will continue to work collaboratively to achieve our shared priorities as an Integrated Care System in 2026/27.

Yours sincerely,



Shelagh Meldrum
Cluster Chief Nursing Officer
NHS Bath and North East Somerset, Swindon and Wiltshire, NHS Dorset and NHS Somerset