



North Cheshire and Mersey
NHS Foundation Trust

Better Care Together Integration Programme

Halton and St Helens VCFSE – 6 May 2026



Better care together, context

What is it?

Better Care Together is a programme of work being undertaken to integrate WHH (acute trust) and BCH (community trust) into a single organisation

Why is it so important?

- Improves care for patients e.g. 100 additional people per month accessing Urgent Community Response instead of attending Emergency Department
- Generates more efficient use of resources, estimated financial benefit up to £33m (£12m direct + £21m indirect)
- Supports staff development
- Enables sustainable services

Where are we now?

- We became a single organisation on 1st April 2026.
- This is just the beginning.



Our organisation



We are a team of almost **6,500** staff



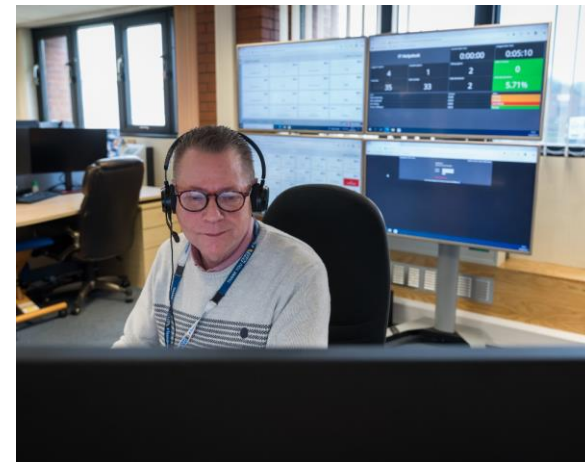
2 hospital sites and more than **70** community hubs and facilities in Warrington, Halton and the wider North West region



We provide a full range of acute general hospital services across unplanned care, planned care and clinical support services in **Warrington and Halton**



We provide community adult and children's nursing and therapy services in **Halton, Warrington, and St Helens** and community dental services across **Cheshire, Merseyside and Greater Manchester**



Our vision, mission and aims

Our mission

To be exceptional for our patients, our communities and each other.

Our vision

To be a great organisation providing excellent healthcare and opportunities to work and learn.

Our aims

Quality, people and sustainability – focused on always putting patients first, being the best place to work and working in partnership to improve health equity.



Our values



Kind

We are caring, supportive and respectful to everyone



Open

We are honest, transparent and open to new ways of working



Fair

We listen, value our differences and are inclusive to all



One team

We work well together and with our communities





Key highlights of 2024/25

- **Served a population of more than 1 million** across Halton, St Helens, Warrington and Greater Manchester boroughs
- **Operated 681 beds and 85 assessment trolleys** across Warrington Hospital and Halton Hospital sites
- **Delivered 109,928** individual new outpatient appointments last year
- **Provided 183,981 episodes of emergency care** – 84,816 episodes at the Emergency Department, 22,842 at the Warrington Same Day Emergency Care (SDEC) facility, 37,293 at Runcorn Urgent Treatment Centre and 39,030 at Widnes Urgent Treatment Centre
- **Completed 273,050** procedures, hospital stays and community care contacts
- **Welcomed 2,473** babies at Warrington Hospital
- **Delivered 40,917** dental appointments

Source: WHH Annual Report 2024/25, BCH Annual Report 2024/25 and NCM Informatics Team



Our Board

Non-executive directors



Andy Carter
Chair



Nikhil Khashu
Chief executive



Dr Cliff Richards MBE
Non-executive director
and deputy chair



Michael O'Connor
Non-executive
director and senior
independent director



Julie Jarman
Non-executive director



Jayne Downey
Non-executive director



John Somers
Non-executive director

Executive directors



Dan Moore
Chief operating officer
and deputy chief
executive



Lucy Gardner
Chief strategy and
partnerships officer



Dr Paul Fitzsimmons
Executive medical
director



Kate Henry
Director of
communications and
engagement



Jane Hurst
Chief finance officer



Ali Kennah
Chief nurse and
director of infection,
prevention and control



Paula Woods
Chief people officer



John Culshaw
Company secretary

- Responsible for setting our strategic direction
- Made up of executive and non-executive directors who are responsible for both the day-to-day running of the organisation and achieving our long-term plans
- Board meetings are held in public, and all are welcome to attend – details and minutes are published on our websites



Warrington and Halton

Sue Fitzpatrick
(Lead governor)Diane Nield
(Deputy lead governor)

Alan Davies



Carol Ann Kelly



Catherine Arden



Colin Jenkins



Helen Bennett



Jack Roper



Linda Mills



Margaret Bamforth



Matt Machin



Nigel Richardson



Paula Jones



Stephen Walton

Rest of England



Dorcas Akeju



Kevin Keith

Erwin Tuaballes
(Support worker)Michelle Kho
(Nursing and midwifery)Suresh Arni Sukumaran
(Estates, admin and managerial)Colin Hughes
(Halton Borough Council)Councillor Maureen
McLaughlin
(Warrington Borough
Council)Mansimran Singh
(Warrington Sikh
Gurdwara)Nichola Newton
(Warrington & Vale
Royal College)

Chair

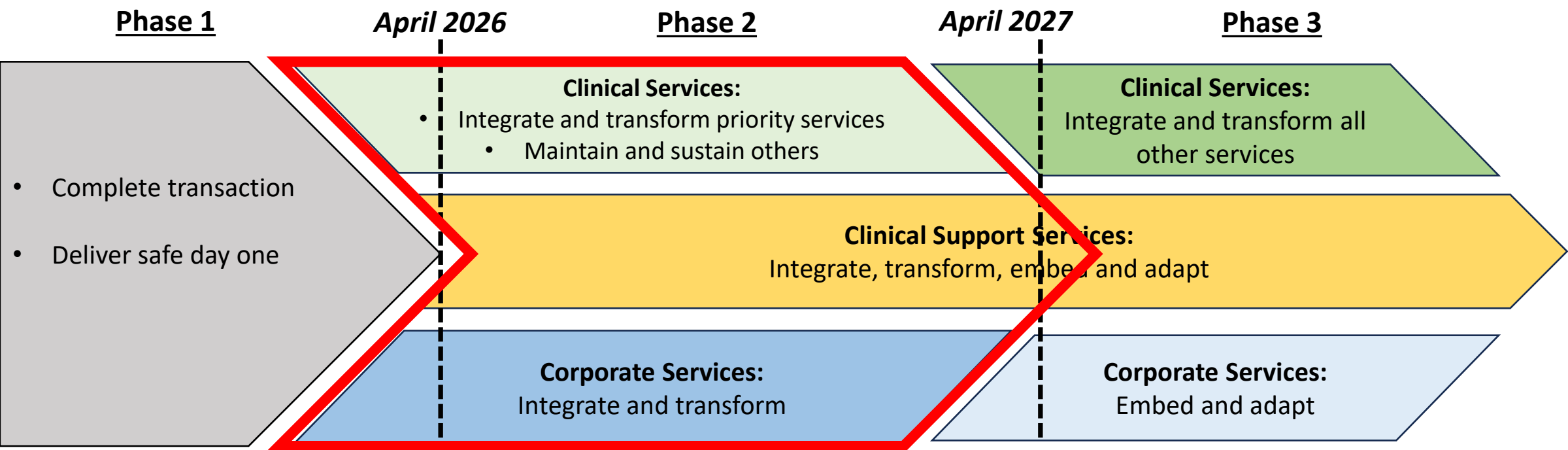
Andy Carter
(Trust chair)

Council of Governors

- Holds the trust Board to account and is involved in shaping and endorsing our strategy, monitoring performance and engaging with the public
- Made up of elected public governors, staff governors and partner governors
- Governors are a vital link between our services and our local communities, ensuring residents can input into our plans and decisions



We are now moving into phase 2 of our integration



Principles for clinical services development and integration

- Any changes to clinical service delivery should aim to improve access and reduce health inequalities
- Clinical service delivery should align to GIRFT and model healthcare principles and seek to achieve compliance with national, college and NICE guidance where applicable
- Services that are complex, specialised or small volume should be consolidated to enable future sustainability
- Co-production should be considered wherever possible
- Services should be delivered as close to home as feasibly possible and centralised when necessary

Care at home first, then community, then hospital



Clinical service improvements delivered via integration

- Dermatology AI pathway- went live 9th April in CDC Halton
- Increased UCR activity- >120 more patients per month
- Integrated working- midwifery and health visiting

Care at home first, then community, then hospital



Priority pathways for integration

- Heart failure
- Infant feeding
- Chronic pain management
- Movement disorders
- Female urinary incontinence
- End of life

Care at home first, then community, then hospital



External engagement, February 2026

This month information has been shared with external stakeholders through emails, stakeholder bulletins, social media posts, blogs, website articles, meeting updates and outreach engagement (c/o Healthwatch Warrington).

Number of recipients

- Patients / carers / members of the public: 38,014
- Partners / community groups: 1,895
- Public / partner governors: 23
- Stakeholders: 120
- FT Members: 4,144
- Other (professional colleagues c/o LinkedIn): 877

Delivery format

- 73% online and 27% face to face

Topic / theme of information shared

- Patient Public Reference Group updates
- Integration updates / transaction approval timeline
- Infant feeding survey promotion

Types of external communications



Public facing partnership website

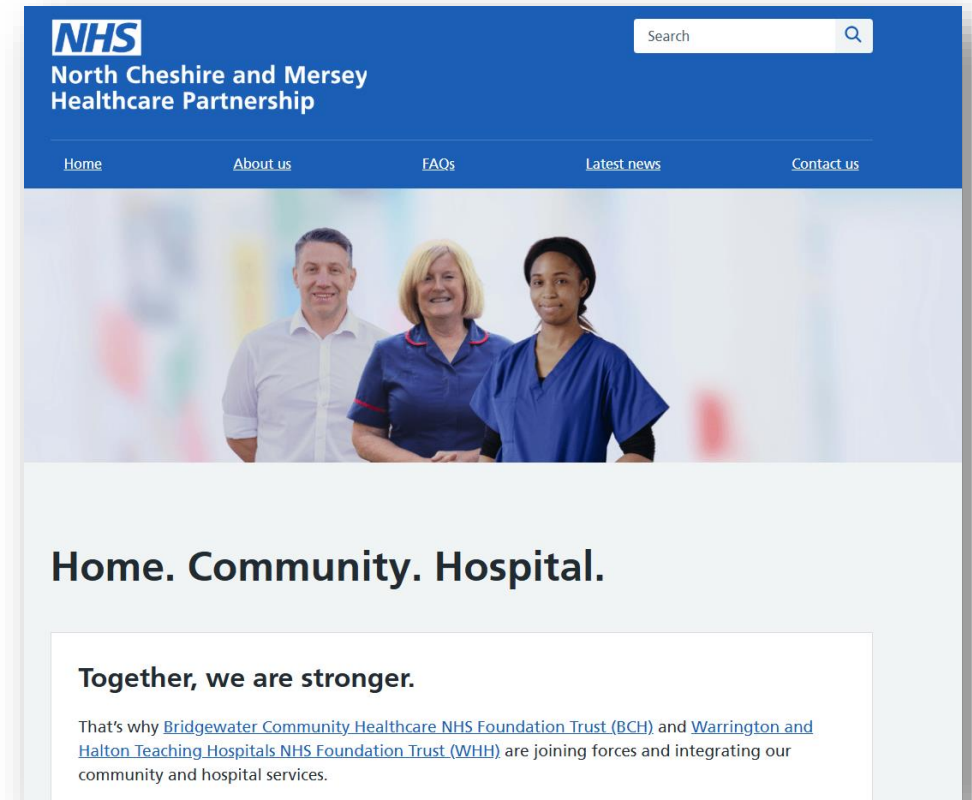
The latest analytics for the North Cheshire and Mersey Healthcare Partnership public website in February show:

Total site visits: 549

Unique site visits: 268

Most viewed page after the homepage: About us (63)

Article page views: 87



External feedback, February 2026

Outreach engagement

Facilitated by Healthwatch Warrington, attendees at local baby and infant groups were encouraged to take part in the joint infant feeding survey (to inform the work on this priority clinical pathway) and share their thoughts on integration.

General feedback around the integration was positive, though some shared that they had little knowledge of the planned coming together of BCH and WHH from 1 April.

Leadership Forum

As teams begin to use the clinical integration toolkit, attendees suggested a link with the Communications and Engagement Team to share learning.

Halton Health and social care policy and performance Board

The group shared their support for the integration.

Warrington and Halton Maternity and Neonatal Voices Partnership (MNVP)

The group were supportive of the infant feeding survey and the opportunity to gain more insight on families' use of online resources when survey findings are available.



Patient and Public Reference Group

The purpose of the PPRG is to provide a forum for honest and constructive discussions about the partnership between BCH and WHH

- The PPRG will support the embedding of strong communication and engagement between communities and North Cheshire and Mersey NHSFT leadership.
- The PPRG will support wider engagement with the communities of Halton, Warrington-and other areas covered by the Trust, to support development of and feedback on proposals to integrate hospital and community services and develop or change patient facing services.
- The PPRG will represent and provide insight into the communication and engagement needs of the wider communities to ensure information is accessible.
- The PPRG will recommend and deliver initiatives to facilitate effective engagement and involvement between members, patients and the wider public to enable stakeholders' views to be heard.
- PPRG Chair(s) will present key findings, themes, and patient / public perspectives brought to the group to the Better Care Together Integration Programme Delivery Group.



Thank you

values

Comments and questions 😊

• Home • Community • Hospital
Caring for you