



**Warrington and Halton  
Teaching Hospitals**  
NHS Foundation Trust

# Annual Members' Meeting

Wednesday 1 October 2025

Education Centre  
Halton Hospital



Working  
Together



Excellence



Inclusive



Kind



Embracing  
Change



**Warrington and Halton  
Teaching Hospitals**

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# Welcome and opening comments

Steve McGuirk, Chairman

# Agenda

3.30pm	Welcome and opening comments	Steve McGuirk
3.35pm	Chair and Chief Executive's report	Nikhil Khashu
3.50pm	The year ahead	Nikhil Khashu
4.05pm	Lead Governor's report	Sue Fitzpatrick, Diane Nield
4.20pm	Question and answer session	Steve McGuirk / All
4.30pm	Close	



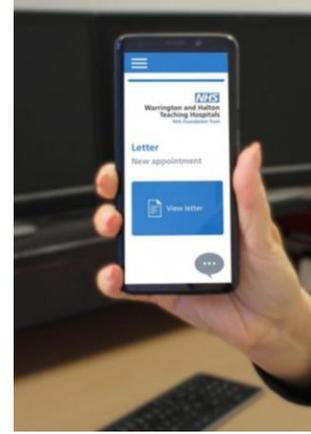


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# Looking back: 2024/25

Nikhil Khashu, Chief Executive

# 2024-25 our year





## 2024/25 in numbers

- **342,000** population across Warrington and Halton
- **5,000** staff employed at WHH, comprising **79** nationalities
- **109,928** new outpatient appointments
- **144,951** emergency care visits
- **59,474** procedures and hospital stays
- **2,473** babies born at Warrington Hospital and in the community



# Delivering our strategy

**Our mission:** We will be outstanding for our patients, our communities and each other

**Our vision:** We will be a great place to receive healthcare, work and learn

**Our aims:**



## QUALITY

We will always put our patients first, delivering safe and effective care and an excellent patient experience



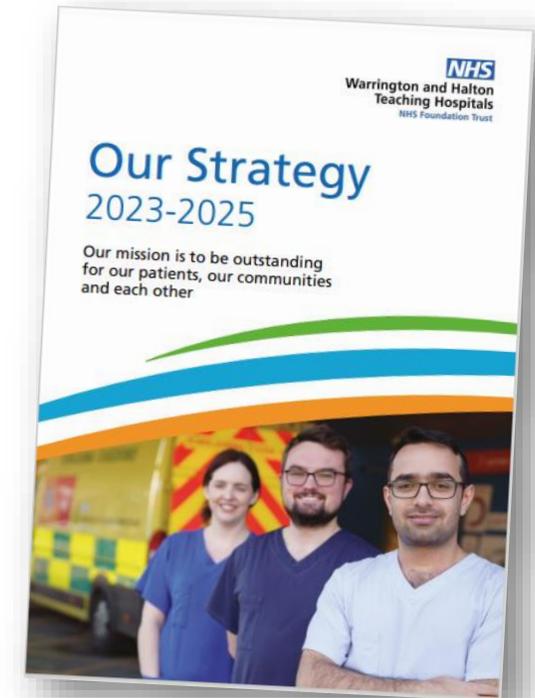
## PEOPLE

We will be the best place to work, with a diverse and engaged workforce that is fit for now and the future



## SUSTAINABILITY

We will work in partnership with others to achieve social and economic wellbeing in our communities



# Our values



**Working  
Together**



**Excellence**



**Inclusive**

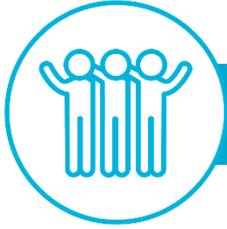


**Kind**



**Embracing  
Change**





**Working together:** Listening and understanding to be able to work well with others



**Excellence:** Being the best that we can be, with patients and families at the heart of all we do



**Inclusive:** Supporting and valuing everyone to be their true and authentic selves



**Kind:** Acting consistently with compassion, empathy, civility and respect



**Embracing change:** Reflecting, learning and improving, seeking feedback and new ideas

# Quality

**A year of challenges and change, we continued to break down barriers between hospital and community to provide more coordinated, accessible and responsive care**

- New **theatre and day case** unit at Halton Hospital's Captain Sir Tom Moore Building in May 2024
- **Cheshire and Merseyside Endoscopy Hub** opened at Halton Hospital's Nightingale Building in September 2024 as part of a wider endoscopy transformation programme to provide a modern space for diagnostics, surveillance and bowel cancer screening
- Multi-million pound **Community Diagnostic Centre** providing state-of-the-art MRI and CT services to improve waiting times opened at Halton



# Quality

- Our **Dementia Team** received a national award at the annual Dementia Care Awards in October recognising the outstanding person-centred care provided to patients on Warrington Hospital's Forget Me Not Unit
- Free **hot meals for parents** who are staying in hospital with their sick child are now available on the Children's Ward, thanks to funding from Sophie's Legacy and WHH Charity
- Developments in digital services saw the introduction of new functionality in August 2024 enabling patients to **manage their appointments online** via the NHS App
- Our **maternity services were named in the top 10 trusts** nationally in the Care Quality Commissions 2024 Maternity Survey when results were published in November 2024



# People

- **Chief Midwifery Officer** for England Kate Brintworth visited Warrington Hospital in November 2024 to present an award to Maternity Support Worker Rachel Wood
- **Long service awards** held in December 2024 recognised colleagues who amassed an impressive 1,735 years of combined service
- Significant **milestones for our volunteers** were celebrated
  - Keith Inman for 50 years of service to Radio General
  - WHH volunteer James (Alan) Petley for more than 1,500 hours service
- Annual staff **Thank You Awards** and monthly **You Made a Difference Awards** celebrated the achievements of colleagues from across the Trust



# Sustainability

## Our 2024/25 financial position

Original plan	Agreed outturn plan	Actual outturn
£11.3m deficit	£16.9m deficit	£16.8m deficit

- Variation from our original plan was mainly due to unachieved CIP (including £3m integration savings target) and cost pressures
  - Spend on agency staffing was £3.7m – 1.3% of total pay spend (£5.2m less than in 2023/24)
  - Cost improvement programme (CIP) target of £19.4m - £18.5m was achieved (£12.6m recurrently)
  - Cash balance at the end of the year was £16.3m
  - **Audit opinion – unqualified accounts**
- 

# Sustainability

## Significant revenue investment of £10.5m

Including on areas such as:

- Radiology waiting list initiatives
- Wards A7, A8, A9 and C21
- Medical staffing in ED, ENT, Obs & Gynae, Cardiology
- Winter capacity on A10 and B3
- Urology triage
- Maternity triage
- Security and portering

## Significant capital investment of £21.9m

Including on areas such as:

- Community Diagnostics Centre
- Halton theatre and endoscopy hub
- Induction of labour bay
- Warrington catering upgrade
- Medical equipment e.g. ultrasound and cone beam CT scanners
- Digital schemes
- Estates and facilities schemes



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# Looking forward: 2025/26 and beyond

Nikhil Khashu, Chief Executive

# Key areas of focus

- Integration with Bridgewater – bringing together hospital and community services
- Delivering new models of care to provide services in the right place and at the right time:
  - **home first**
  - **community next** (hubs, clinics and health centres)
  - **hospital only when needed**
- Emergency department performance
- Elective recovery and waiting times
- Analogue to digital, progressing with EPR procurement
- Financial sustainability

**Our 12 Objectives 2023–2025**

**Warrington and Halton Teaching Hospitals**  
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**QUALITY**

We will always put our patients first, delivering safe and effective care and an excellent patient experience.

- 1 Patient safety
- 2 Clinical effectiveness
- 3 Patient experience
- 4 Research, development and innovation

**PEOPLE**

We will be the best place to work, with a diverse and engaged workforce that is fit for now and the future.

- 5 Looking after our people
- 6 Innovating the way we work
- 7 Growing our workforce for the future
- 8 Belonging in WHH

**SUSTAINABILITY**

We will work in partnership with others to achieve social and economic wellbeing in our communities.

- 9 Working in partnership
- 10 Working responsibly
- 11 Sustainable estate and digitally enabled
- 12 Financial sustainability

**Working Together** **Excellence** **Inclusive** **Kind** **Embracing Change**

# Segmentation and league tables

- National rankings and league tables published as part of the new NHS Oversight Framework – aim of **greater transparency** around NHS performance to **drive improvements**
  - Trusts ranked against key metrics, which are used to place into one of four core segments - segment 1 (highest) to segment 4 (lowest). NHSE determines whether to place Trusts into segment 5 (provider improvement programme)
  - Any trust in financial deficit cannot be ranked higher than segment 3
  - Data to be **refreshed quarterly** and updated league tables published – expected to be updated at the end of November
  - **WHH ranked 118 out of 134** in acute and specialist trust league table (**segment 4**) – ranked against 20 metrics
  - We rank well in cancer patients being treated within 62 days of referral, staff knowing how to raise concerns, and delivering against the financial plans we have set ourselves
  - Main challenges are around waiting times in our Emergency Department (ED) and for elective treatment, our financial position, and sickness absence – all areas we know about and are working hard to address
- 

# Significant developments

## Halton Elective Plans

- **£9.2m** over three years
- New day case unit and endoscopy hub opened
- Additional theatre being built – due to open October 2025

## Runcorn Health and Education Hub

- **£3m** over three years
- Funded via Reconnecting Runcorn Town Deal programme and led by WHH – due to open early 2026
- Will provide a new home for health, wellbeing and training services from current Granville Library building

## Electronic Patient Record

- Working on a shared procurement exercise with Mersey and West Lancs Teaching Hospitals to replace our current system, Lorenzo
- New system will reduce reliance on paper and manual processes, reduce data entry duplication, increase integration of systems, and transform the delivery of care

# Estates masterplan for Warrington and Halton



**Our vision for Warrington:** Outstanding acute healthcare with modern, sustainable estate which reflects the town's significant population growth

**Our vision for Halton:** A centre of excellence for elective care and wellbeing, improving outcomes for patients and addressing health inequalities

## Integration – delivering Better Care Together

- We're bringing together WHH and Bridgewater to improve healthcare services for our communities across Warrington, Halton and beyond
  - Working and behaving as a single organisation with accelerated plans to become a single trust by April 2026
  - Several joint executive roles now in place and corporate teams working closely together
  - Joint Board sessions, committees 'in common' and staff networks 'in common'
  - Engagement on a new name - **North Cheshire and Mersey NHS Foundation Trust** - which will come into effect when we become a single organisation
  - Integrating services to improve patient care, supported by the creation of joint clinical policies and procedures
  - Creating shared values and a joint culture plan along with a new organisational strategy
  - Ongoing communication and engagement to ensure patients, public, staff and stakeholders are informed and involved
- 

# Our financial position so far this year

- Planned £28.7m deficit for 2025/26
  - On plan at month 5 (August) including managing industrial action and pay award cost pressure year to date
  - Cost improvement programme (CIP) target of £6.7m achieved at month 5
  - Full year CIP target of £21.5m is challenging and savings need to be recurrent
    - £21.5m of CIP schemes have been identified, of which £14.4m are recurrent
    - Additional schemes are being identified to mitigate high risk schemes
  - An additional savings target of £13.1m is required in year from system working
  - Continuation of 2024/25 contract agreement - delivering activity is key
- 



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# Lead Governor's report

Sue Fitzpatrick, Lead Governor

# Governor elections (Sept-Nov 2024)

- **Public:** Warrington and Halton - Catherine Ardern
  - **Public:** Warrington and Halton - Margaret Bamforth
  - **Public:** Warrington and Halton - Alan Davies
  - **Public:** Warrington and Halton - Paula Jones
  - **Public:** Warrington and Halton - Linda Mills (3rd term)
  - **Public:** Warrington and Halton - Nigel Richardson (2<sup>nd</sup> term)
  - **Public:** Warrington and Halton - Jack Roper
  - **Staff:** Medical and Dental - Akash Ganguly
  - **Staff:** Support – Erwin Tuballes
  
  - **No candidates were nominated for one constituency, which remains vacant**
  - **Public:** Rest of England
- 

# Council of Governors

The Council of Governors is made up of the below constituencies, totalling 27 seats.  
The current composition of the Council Governors is detailed below:

Public Governors (2 constituencies)	Governor
<b>Warrington and Halton – 15 seats</b>	Sue Fitzpatrick (Lead Gov)
	Diane Nield (Deputy Lead Gov)
	Colin Jenkins
	Anne Robinson
	Keith Bland
	Catherine Ardern
	Margaret Bamforth
	Carol Ann Kelly
	Jack Roper
	Nigel Richardson
	Linda Mills
	Edward Rawlinson
	Alan Davies
	Paula Jones
Colin McKenzie	
<b>Rest of England – 2 seats</b>	Kevin Keith
	VACANT

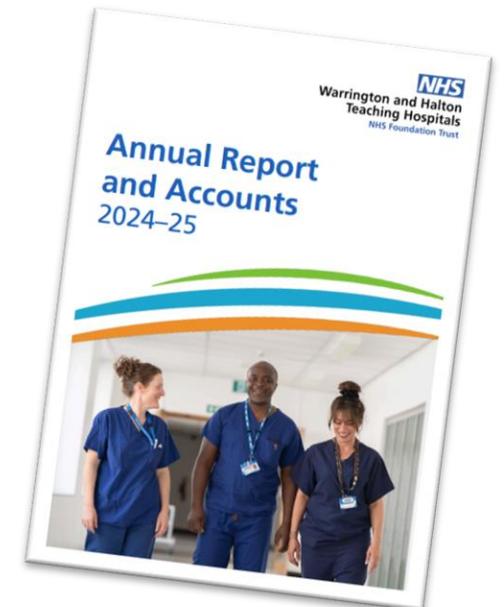
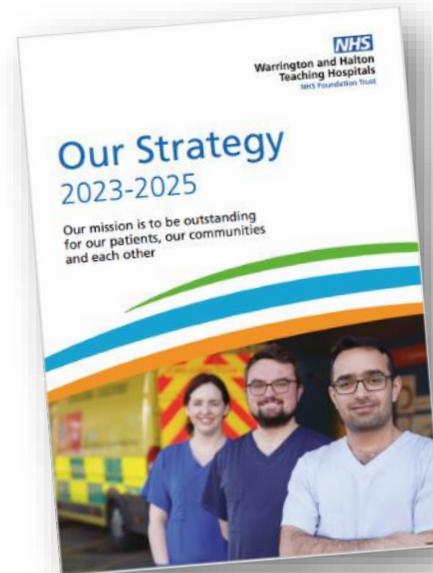
Staff Governors	Governor
<b>5 Seats</b>	Gemma Leach (Estates, Administrative and Managerial)
	Jonathan Cliffe (Nursing and Midwifery)
	<b>Vacant</b> (Medical and Dental)
	Erwin Tuballes (Support Staff)
	Rachel Bold (Clinical Scientists & AHPs)

Partner Governors	Governor
<b>5 seats</b>	Cllr Colin Hughes (Halton Borough Council)
	Cllr Maureen McLaughlin (Warrington Council)
	Mansimran Singh (Warrington Sikh Gurdwara)
	Rachael Bagshaw (Walking Mums Cheshire)
	Nichola Newton (Warrington & Vale Royal College)



# Key governor activities in 2024/25

- Governor Induction Day – 9 January 2025
- Governor Engagement Group
- Governor Working Group
- Patient Experience and Inclusion Sub-Committee
- Experts by Experience
- Endoscopy Hub Opening – September 2024
- Transport Group
- Membership Matters - newsletter
- Governor Development Day – 10 July 2024
- Governors Nomination and Remuneration Committee meeting
- Patient equality, diversity and inclusion
- Observation at Trust Board and Committee meetings
- Governor observation ward visits
- Contributed to the content of the Annual Report and Quality Account
- Constituency meetings
- Governor engagement stands held at Warrington and Halton sites
- Patient Led Assessments of the Care Environment
- Wayfinding and First Impressions Group
- Cheshire and Merseyside Governor’s Symposium
- Nutrition and Hydration Steering Group
- NHS Providers training and workshops
- Council of Governors meetings
- Membership Strategy 2023-25
- Staff Awards
- NHS Change Workshop
- National governor focus conference - NHS Providers



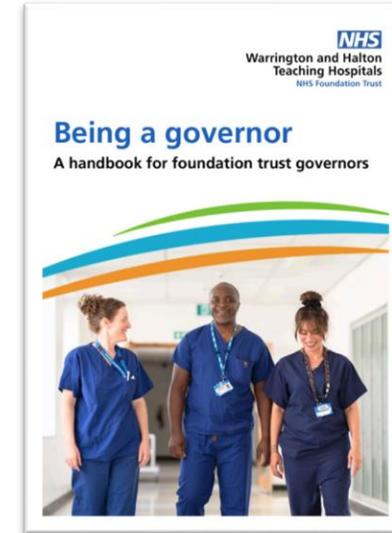
# Community events and activities

- Warrington Together People and Communities Voice Group
- One Halton People and Communities Voice Group
- WHH Charity fundraising events
- International Clinical Trials Day
- Warrington Pride
- Warrington MELA (Minority Ethnic Communities Association)
- Warrington Disability Partnership's Disability Awareness Day
- Warrington armed forces day
- Hong Kong Nationals Day



# Governors' focus in 2025/26 – looking forward

- **Governor handbook refresh** – revised handbook now available online
- **Membership strategy** – Focus on implementing the 3 objectives; High Quality Information, Inclusivity and Sustainability. Progress is reported on quarterly, through Governor Engagement Group and Council of Governors meetings
- **Governor elections 2025** – elections currently being held for a range of public and staff constituencies, deadline 5pm on Thursday 10 October. More information available at [www.cesvotes.com/WHH2025](http://www.cesvotes.com/WHH2025)
- **Integration** - with Bridgewater Community Healthcare NHS FT to support collaboration and the delivery of better joined up care



**Better Care Together**  
Home · Community · Hospital



# Our Membership Strategy

Developing our Membership Strategy has been the focus of the Governor Engagement Group.

Our membership strategy seeks to:

- address ways to increase the recruitment and retention of active members
- keep our current members informed and engaged
- show members that their contributions towards the development of the Trust are valued



# Our Membership Strategy

Our Membership Strategy is set out under three key objectives:

## Strategic Objective 1

### High Quality Information

Provision of high-quality Information to WHH Members to provide them with the knowledge they need to understand the offer of membership at WHH and to be ambassadors for the Trust.

## Strategic Objective 2

### Inclusivity

Ensure our membership is reflective of the different people and communities, we serve, with a focus on attracting younger members and those from groups that are currently underrepresented.

## Strategic Objective 3

### Sustainability

Taking meaningful steps so we can make sure that we are promoting sustainability in all membership communications and activities.

# What it means to be a Foundation Trust Member

As a member you can:

- receive a quarterly electronic newsletter to keep up to date with news from the Trust and participate in surveys on various topics
- participate in elections to our Council of Governors
- stand for election to the Council of Governors - if aged 16 or over
- attend events including our Annual Members' Meeting

Constituency Membership	31 March 2025
Warrington and Halton	2101
Rest of England	961
<b>Total public</b>	<b>3062</b>
Staff	4790
<b>Total membership</b>	<b>7852</b>





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# Question and answer session

Steve McGuirk, Chairman



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Thank you

