

# WELCOME TO MID CHESHIRE HOSPITALS



Because you  matter

# ABOUT THE TRUST

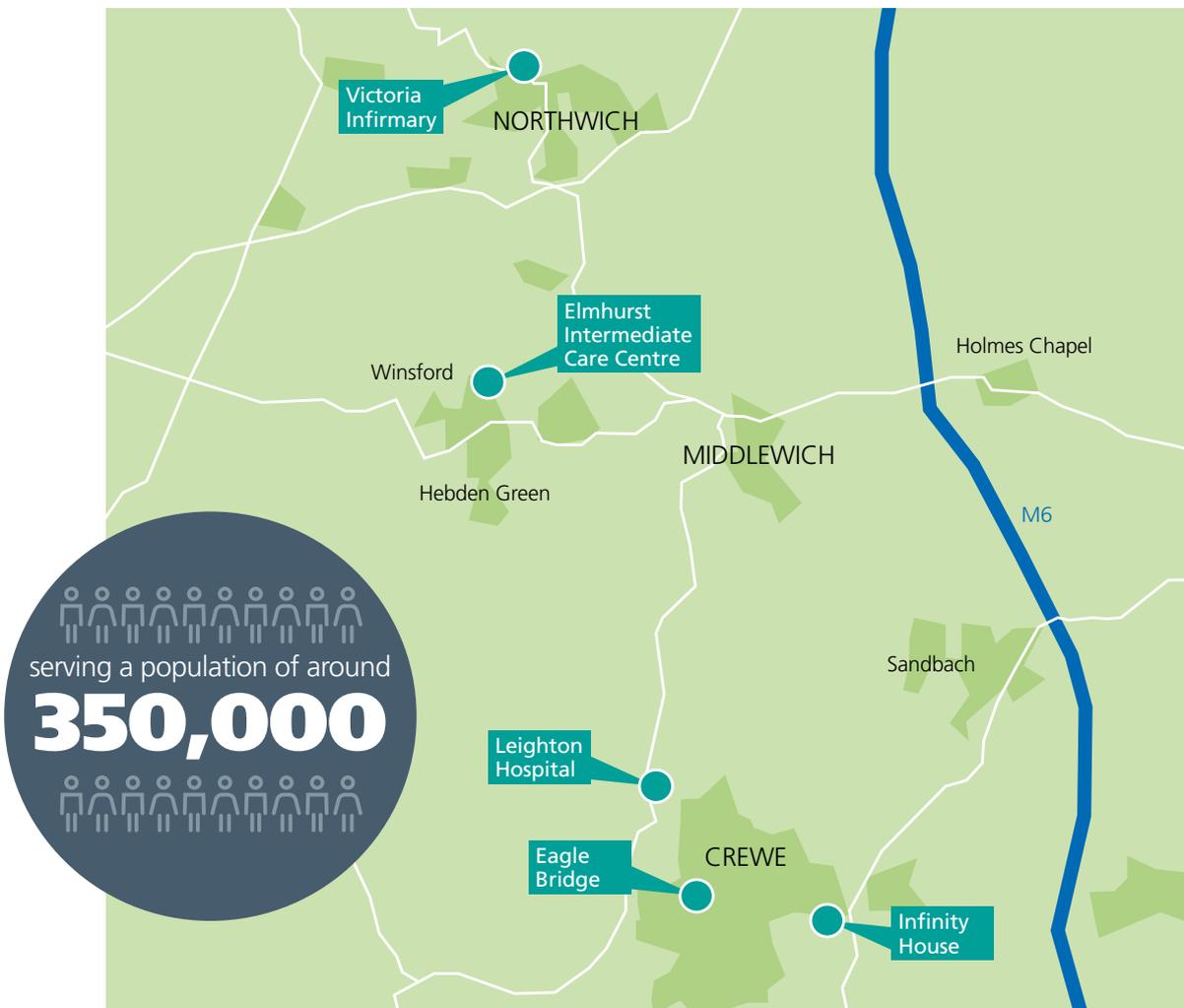


**Mid Cheshire Hospitals is located in the heart of Cheshire and provides a full range of acute hospital and community services, taking patient referrals from a wide geographical area including East Cheshire (population 399K) and West Cheshire and Chester boroughs (population 357K).**



We provide high quality, planned and unplanned/ emergency care, cardiac and critical care as well as child health, maternity services, and intermediate care across our sites at Leighton Hospital in Crewe, Victoria Infirmary in Northwich, and Elmhurst Intermediate Care Centre in Winsford.

An extensive range of community services is provided across numerous locations including health centres, schools and patients' own homes by our community arm, Central Cheshire Integrated Care Partnership (CCICP), in collaboration with local partner organisations.





With the formation of Integrated Care Systems in July 2022 the Trust became a strategic partner in both Cheshire East and Cheshire West and Chester 'places' and is part of the Cheshire and Merseyside Health and Care Partnership caring for a population of over 2.7million.

The Trust operates its acute clinical services through four clinical divisions: Medicine and Emergency Care; Surgery and Cancer; Women and Children's and Diagnostics and Clinical Support Services. Its community services are managed through the Central Cheshire Integrated Care Partnership, with the Estates and Facilities and Corporate Services Divisions providing support to all areas.

It provides the following services:

- Emergency and elective inpatient services
- Day case services
- Outpatient services
- Diagnostic and therapeutic services
- Maternity
- Children's health
- Community services including preventative work.



# MEET THE BOARD

\*Note that the Chief Operating Officer and Chief People Officer post holders are both held by interim appointees.

## NON-EXECUTIVE DIRECTORS

### THE NON-EXECUTIVE DIRECTORS



**Professor Carolyn Wilkins OBE**

*Chair  
(from July 2023)*



**Elaine Billington MBE**

*Non-Executive Director*



**Tony Bristlin**

*Non-Executive Director*



**Lorraine Butcher**

*Senior Independent Director*



**Lesley Massey**

*Deputy Chair*



**Andy Vernon**

*Non-Executive Director*



**Dr Andrew Wilson**

*Non-Executive Director*

## EXECUTIVE DIRECTORS

### THE EXECUTIVE DIRECTORS



**Ian Moston**

*Chief Executive Officer*



**Denise Frodsham**

*Chief Operating Officer*



**Russ Favager**

*Deputy Chief Executive and Chief Financial Officer*



**Jenny Grant**

*Chief People Officer*



**Dr Clare Hammell**

*Chief Medical Officer*



**Scott Malton**

*Chief Nursing Officer*



**Dylan Williams\***

*Chief Information Officer*

The Director of Strategy and Partnerships is currently carrying out the COO role on an interim basis.

\*Non-voting

Because you  Matter

# HOW WE ARE ORGANISED

DIVISIONS						
Associate Director Head of Nursing	Associate Medical Director Divisional Director Division Head of Nursing	Associate Medical Director Divisional Director Division Head of Nursing	Associate Medical Director Divisional Director Division Head of Nursing/Healthcare Professions Director of Pharmacy	Associate Medical Director Divisional Director Division Head of Midwifery	Director of Estates & Facilities	
<b>Community Services CCICP</b>	<b>Surgery &amp; Cancer</b>	<b>Medicine &amp; Emergency Care</b>	<b>Diagnostics &amp; Clinical Support Services</b>	<b>Women &amp; Children's</b>	<b>Estates &amp; Facilities</b>	<b>Corporate Services</b>
Community Operational Managers Service Team Leaders	Clinical Leads Service Leads Matrons	Clinical Leads Service Leads Matrons	Clinical Leads Service Leads Matrons	Clinical Leads Service Leads Deputy Head of Midwifery Deputy Head of Nursing (paediatrics) Matrons	Heads of Service	Heads of Service
Admin Hubs & therapy booking team Ambulatory Wound Care Bowel and Bladder Community Diabetes Community Nurse inc Out of Hours Community Physiotherapy & OT Children & Young Person Continuing Care CURE Dietetics GP Out of Hours Integrated Respiratory Service IPOCH IV at Home Lymphoedema Macmillan Nurse & Therapy MCATS/ First Contact Practitioners MSK Paediatric Therapy Pain Service Podiatry Pulmonary Rehab/ Long COVID School Nursing Services Speech and Language	Anaesthetics Cancer Services Critical Care Ear, Nose & Throat (ENT) General Surgery including Paediatric Maxillofacial Surgery Ophthalmology Orthopaedics Pain Services Urology  Stoma Care Stroke Rehabilitation Urgent Community Response Virtual Wards Wheelchair Service Tissue Viability Urgent Treatment Centre	Acute Medicine Cardiology Care of the Elderly Diabetes and Endocrinology Emergency Department Gastroenterology General Medicine Respiratory Medicine Rheumatology Stroke Care Minor Injuries Unit	Clinical Haematology Dermatology Discharge Lounge Discharge Ward Electrocardiogram (Cardiorespiratory) Elmhurst Intermediate Care Centre Inpatient Therapies Medical Records Medical Imaging Outpatient Services Pharmacy Rehabilitation Victoria Infirmary Northwich	Acute and Community Paediatrics Neonatology Obstetrics and Gynaecology	Capital Development Catering Domestics Engineering General Maintenance Health & Safety Risk Management Linen Services Medical Devices Non-Emergency Transport) Portering Postal Services Receipts and Distribution Reception Residential Accommodation Security and Car Parking Waste Management	Clinical Governance Communications Corporate Governance Corporate Nursing Digital Technology and Information Services Equality, Diversity & Inclusion Finance HR & Payroll Medical Resourcing Occupational Health Procurement & Supplies Recruitment Safeguarding Wellbeing

# OUR VITAL STATISTICS

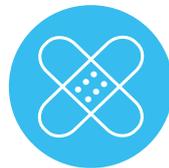
In 2022-23...



**110,455**  
A&E attendances of which we admitted **36,168** emergency patients



**114,313**  
diagnostic tests were carried out



**291,584**  
first and follow up outpatients of which **57,259** were by telephone



**3,101**  
births were supported

The Trust is one of the largest local employers across Leighton Hospital in Crewe, Victoria Infirmary in Northwich and Elmhurst Intermediate Care Centre in Winsford as well as an extensive presence in the community through CCICP. We support our staff through engagement, training and development, recognising that this impacts positively on the care we provide our patients by helping to attract the very best staff.



**159**  
Add Prof Scientific and Technic

**1,174**  
Additional Clinical Services

**1,299**  
Administrative and Clerical

**454**  
Allied Health Professionals

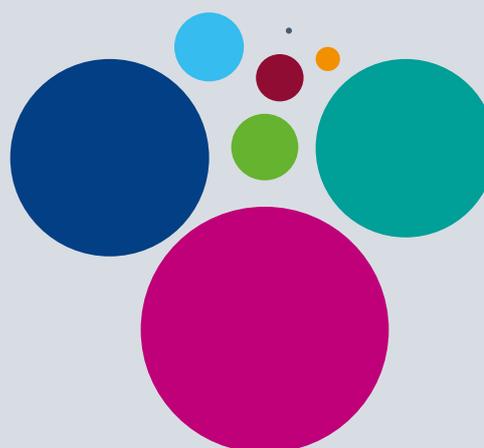
**438**  
Estates and Ancillary

**40**  
Healthcare Scientists

**311**  
Medical and Dental

**1,620**  
Nursing and Midwifery Registered

**5,495**  
Total staff employed



# OUR MISSION OBJECTIVES AND VALUES

What we want to achieve, how we will do this and what we believe in.

## OUR MISSION IS:

To inspire hope and provide unparalleled care for the people and communities of Cheshire, helping them to enjoy life to the fullest.

## OUR OBJECTIVES ARE:

- 1. Improving Health Outcomes** to deliver the best care and experience centred on the patient's needs
- 2. Working in Partnership** to collaborate across boundaries to enhance patient care
- 3. Empowering and enabling our staff** to be the best that they can be
- 4. Building a Better Tomorrow** to deliver a sustainable and innovative infrastructure

## OUR VALUES ARE:



We put you first



We strive for more



We respect you



We work together

# Because you matter

# OUR STRATEGY



**The Trust's five-year strategy 2021-26 is based on four models of care:**

- **Help me stay independent:** We work with carers, patients and their local community to keep them well
- **Help me find out what's going on:** We provide the expertise, access and convenience to diagnose and develop treatment plans for our patients
- **Help me when things go wrong:** We provide medical and surgical services to treat our patient and deliver optimal outcomes
- **Help me to the end of Life:** We provide the best possible end of life care



These models are delivered through five strategic plans:

- |              |                            |
|--------------|----------------------------|
| Partnerships | - Championing Partnerships |
| Leadership   | - Commitment to Leadership |
| Workforce    | - Inspire the workplace    |
| Digital      | - Embracing Digital        |
| Estate       | - Build for the Future     |

Our strategy is driven by a strong focus on what our local population want and need to enable them to live health and happy lives. It is recognised that the Trust cannot deliver great care for the local population on its own and needed to adapt and become a key part of a wider ecosystem of partners to make this happen. This strategic ambition aligns with the national direction of the NHS and supporting legislation.

We focus on being an anchor institution that delivers great care, with our local partners, through a single strategic vision and the four care models. We collaborate with partners in both Cheshire East and Cheshire West PLACES and in the two provider collaboratives, Cheshire and Merseyside Acute and Specialist Trusts (CMAST) and Mental Health Learning Disability Community. Our strategic direction is aligned with the strategies of these system arrangements and that of the Cheshire and Merseyside Integrated Care System.

# KEY RECENT ACHIEVEMENTS AND MAJOR PROJECTS



VIN Surgical Centre opening 2024



- Launched our innovative 5-year Trust Strategy
- Launched Continuous Improvement programme
- £3million extension to the Critical Care unit adding 4 Beds – total 18
- Opened a new £18m Emergency Department at Leighton Hospital
- Opened a £2m Community Diagnostic Centre at Victoria Infirmary, Northwich (VIN)
- Secured £15m funding for new surgical centre at VIN – underway – opening 2024
- Relocated and refurbished our Same Day Emergency Care
- Opened a new Frail Elderly Assessment Unit
- Launched 60 virtual ward beds including remote monitoring for frail patients and those with respiratory conditions
- Accelerated a £multi-million inspection and refurbishment programme at Leighton due to the RAAC\* planks in Jan 2023 – ongoing
- Significant development of the Integrated Placement of Care Hub with partners
- New Pharmacy Medipoint collection locker enabling patients to collect their medication when it is convenient for them, 24-7
- New Pharmacy Aseptic Unit operational from June 2023
- Built a £15m two-ward modular unit to accommodate future ward decanting as RAAC wards are repaired and stabilised
- Contracted Meditech to provide a new digital clinical system in 2024
- New hospital for Leighton announced in May 2023



Digital Clinical System

## RAAC Remains\*

Leighton Hospital was built in the 1970s using reinforced autoclaved aerated concrete planks in the roof and walls (known as RAAC planks) which accounts for more than 60% of the hospital's site footprint. RAAC has a lifespan of 30 years and Leighton is now 50 years old with stabilising and remedial works to wards and departments costing over £55m to date with a further £29m allocated for 2023-24.

While the Trust works on the detailed plans for the new hospital, remedial and refurbishment works, directed by our specialist advisor, will continue to ensure the safety of staff, patients, and visitors. This includes opening two modular wards next month to create the capacity needed to undertake some of this work. The patience and forbearance of patients, staff and visitors is appreciated while these vital works are carried out. To learn more visit <https://www.mcht.nhs.uk/RAAC>

# THE NEW HOSPITAL PROGRAMME



**Leighton Hospital, part of the Mid Cheshire Hospitals NHS Foundation Trust, is to be replaced with a state-of-the-art new build following May's announcement by the Secretary of State for Health and Social Care that it has been included in the Government's New Hospital Programme.**

This is very best news for staff, patients, and the people of Cheshire and beyond.



The new hospital will replace the current estate on Middlewich Road near Crewe, with a cutting-edge, 'intelligent' facility that enables the transformation of healthcare, working closely with the many health and social care partners across the extensive Cheshire geographical footprint.

The rebuilding of all the RAAC hospitals is to be prioritised given the risks they pose to patients and staff - construction will start as soon as possible, with the first building works for this group beginning in 2025.

The Trust will now move forward develop a full business case for an 'intelligent', sustainable healthcare asset based on the Government's 'Hospital 2.0' concept. The new hospital will be more than just a building – pushing boundaries in clinical, digital, and environmental innovation that will tackle inequalities and meet the needs of a growing and ageing population. In addition, a new Leighton offers major economic benefits, sustainable skilled jobs, and the cost efficiencies of 'smart' buildings.

Final financial allocations will only be determined once the Full Business Cases have been reviewed and agreed.



# HEALTH AND WELLBEING

**We recognise that staff health and wellbeing can not only affect sickness absence, retention and patient outcomes but also staff engagement and morale and how an individual experiences work.**

The Trust is committed to supporting our workforce to take ownership and responsibility for their health and wellbeing by developing rapid access support systems such as physiotherapy and by helping staff to manage their stress effectively.



This is underpinned by a range of wellbeing support activities, a focus on building resilience and encouraging self-care.

An Occupational Health service is provided to all Trust employees and a small number of NHS and non-NHS clients. It is a nurse-led service which aims to promote, protect and prevent ill health for our people.

We also have Mental Health First Aiders who are a first point of contact for anyone experiencing a mental health issue or who are in emotional distress.

## **Equality Diversity and Inclusion**

The Trust is committed to valuing diversity in employment, service delivery practices and its general environment. An expectation of all leadership posts within the Trust is that each individual will take responsibility for promoting inclusive and accessible service provision, staff development and a culture that values and respects difference.

There are three active staff networks:

Disabled & Carers Staff Network: supporting those colleagues who are disabled or who are a carer for someone else

LGBT+ Staff Network

The Culturally Diverse Staff Network: supporting colleagues from Black, Asian and Minority Ethnic communities.

# CHESHIRE – A COMBINATION OF CITY, TOWNS AND PICTURESQUE COUNTRYSIDE



The county of Cheshire covers 2.3 km<sup>2</sup> with a population of around 1.1 million and borders Merseyside and Greater Manchester to the north, Derbyshire to the east, Staffordshire and Shropshire to the south, and the Welsh counties of Flintshire and Wrexham to the west, with a short coastline on the Irish Sea.

The county comprises four unitary authorities:

1. Cheshire West & Chester population 399K
2. East Cheshire population 357K
3. Warrington population 211K
4. Halton 129K



The Trust takes patient referrals from East Cheshire and Cheshire West and Chester boroughs.

Cheshire towns and villages are very popular with commuters for their quick and easy transport links with bigger cities like Chester, Manchester and Liverpool and beautiful countryside surroundings.

For families, Cheshire offers a wide range of excellent schools along with plenty of access to fresh air and parks to play in, while it's only a short drive to stunning places like the Peak District, Lake District and North Wales.



Cheshire is a diverse county with lots to offer. Rural and full of history and heritage, the county of Cheshire is home to a whole raft of unspoilt towns and villages. One of Britain's most affluent counties, its towns and villages often make it into the 'most desirable' lists of places to live published by the national press.

Cheshire was once at the heart of the salt, chemical and railway industries. While these sectors have declined over time, service and financial industries have sprung up to bolster the local economy creating jobs in retail, financial services, internet companies and call centres.

Although Cheshire is rural, it is well connected to the rest of the country with excellent transport networks. Many train lines run through key towns in Cheshire and Crewe is famously well connected, with access to London Euston, Scotland, Wales, the Midlands and more. Manchester and John Lennon Liverpool airports are both 40mins drive.



**Mid Cheshire Hospitals NHS Foundation Trust**  
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[mcht.nhs.uk](http://mcht.nhs.uk)    MidCheshireNHS

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