

## **Working Together As Cheshire**

November 2019

To support the evolution of clinical commissioning to form a stronger and more efficient strategic commissioner that is widely focused on population health and closer integration with both Cheshire local authorities, we have appointed a single Executive Team to drive this forward.

The four Cheshire CCGs have been working together since 2016 and prior to the approval of our application to merge, we've developed strong working relationships with partners across Cheshire and have continued to deliver improved outcomes for our population to meet our statutory financial targets, whilst also working on our transformation programme and supporting the development of two 'Place' (Local Authority) based Integrated Care Organisations in Cheshire East and Cheshire West.

This is a very exciting time for Cheshire, we wanted to take this opportunity to introduce you to our Executive Team to help you to understand the team will help develop, support and guide a true, whole system approach to improving patient-centred care. This introduction aims to provide a 'who's who' for the Executive Team, along with an overview of their areas of responsibility, we've also included details of the assistants of each Executive Director so that you can contact them to make any arrangements for meetings.

We'll continue to keep you updated as we progress with the development of our Cheshire CCG teams.

With best wishes,

Clare Watson  
Cheshire CCG Accountable Officer

**- Meet the Executive Team**

**- Clare Watson, Accountable Officer for the Cheshire CCGs**



**Support staff contact details:**

[sally.thorne3@nhs.net](mailto:sally.thorne3@nhs.net) / 01270 275213

Clare Watson started her role as Accountable Officer for the four Cheshire CCGs on 1 January 2019.

Working in the NHS for over 25 years, Clare has a clear focus on integration and partnership

working. Bringing her experience of transformation in Greater Manchester to commissioning in Cheshire, Clare has a passion for commissioning based on holistic health and wellbeing, making a real difference to local populations.

Since Clare's appointment as interim Accountable Officer of NHS South Cheshire CCG and NHS Vale Royal CCG in September 2017 she has worked with GP Members and other partners to support primary care at scale, enabling general practice to thrive and transform. Her leadership of both CCGs delivered organisational and financial turnaround, leading the organisations out of special measures moving from inadequate to requires improvement IAF ratings in the first six months of her leadership.

Clare has brought her experience and passion for delivering place based integrated care and sustainability to her new role as Accountable Officer for the Cheshire CCGs. She will support the improvement of outcomes through developing Integrated Care Partnerships as well as leading the Working Together As Cheshire programme in order to make a real difference to the patients and public of Cheshire.

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**- Lynda Risk, Executive Director of Finance and Contracts**



**Support staff contact details:**

[sally.thorpe3@nhs.net](mailto:sally.thorpe3@nhs.net) / 01270 275213

Lynda is a chartered accountant by profession and has worked in the NHS for over 25 years. Lynda has held various senior roles in health organisations in Cheshire and the North West starting in primary care finance and subsequently leading in finance, contracts and performance in Primary Care Groups and Primary Care Trusts in Cheshire.

For the past 6 years Lynda has worked as the Chief Finance Officer for NHS South Cheshire CCG and NHS Vale Royal CCG, which was a challenging but rewarding role, helping to develop services for patients in Central Cheshire. In June 2019, Lynda was appointed to the role of Executive Director for Finance and Contracting for the four CCGs and ultimately the single CCG for Cheshire. This is a role which Lynda has aspired to over many years. Lynda hopes that the merging of the Cheshire CCGs will give greater opportunities for working more closely with partners to improve the health and wellbeing of the population of Cheshire.

Lynda lives in Northwich and has been married for over 30 years and has two fantastic

children.

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**- Neil Evans, Executive Director of Planning and Delivery**



**Support staff contact details:**

[hazel.burgess2@nhs.net](mailto:hazel.burgess2@nhs.net) / 01625 663764

Neil joined the NHS in 2008 having previously worked in a variety of operational, planning and

change roles in the banking sector. Neil was recruited to the NHS through a national leadership development programme and initially worked in the acute sector in both operational and change management roles before moving to Central and Eastern Primary Care Trust in August 2009.

Neil was involved in setting up NHS Eastern Cheshire CCG and went on to take the role as Director of Commissioning. Within this role Neil led the CCG commissioning agenda including; contracting and performance, primary care and also took on the role of Turnaround Director leading on the development and delivery of the CCG QIPP programme.

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**- Matthew Cunningham, Director of Governance and Corporate Development**



**Support staff contact details:**

[hazel.burgess2@nhs.net](mailto:hazel.burgess2@nhs.net) / 01625 663764

Matthew started his role as Director of Governance and Corporate Development for the four Cheshire CCGs on 1 June 2019.

Prior to this Matthew has worked in both local authority and NHS organisations for over 17 years in a variety of roles. The early part of his NHS career was focused on the planning and delivery of health promotion and public health initiatives across Stockport and Eastern Cheshire before taking on more senior roles within Central and Eastern Cheshire Primary Care Trust, including the role of Assistant Director of Public Health. Matthew joined NHS Eastern Cheshire CCG in 2012 and has been responsible for the oversight and delivery of corporate services since then, including undertaking Board/Governing Body secretary responsibilities, and executive lead for communications and engagement.

Matthew is married with two children and lives in Macclesfield.

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**- Paula Wedd, Executive Director of Quality, Patient Experience and Safeguarding**



**Support staff contact details:**

[julierogers@nhs.net](mailto:julierogers@nhs.net) / 01244 385281

Prior to moving into commissioning 10 years ago Paula worked for 20 years in clinical services, both as an occupational therapist and a clinical manager. She has delivered and managed health care services in many of the NHS providers across Wirral and Cheshire and in social services too.

Paula is responsible for securing continuous quality improvements in the care delivered by providers of NHS care; including primary care, community, mental health, learning disabilities and acute hospital services. She is a passionate advocate of using patient and carer experiences to improve care.

Paula is also the lead executive director responsible for the statutory duties of the NHS to safeguard and promote the welfare of children, and the protection of adults at risk from harm.

Alongside this quality and safeguarding role she is the lead Allied Health Professional in commissioning and promotes the involvement of therapy staff in commissioning work



streams.

Paula is responsible for commissioning the kind of care we want for ourselves and holding providers to account for achieving that standard.

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**- Tracey Cole, Executive Director of Strategy and Partnerships**



**Support staff contact details:**

[wendy.jeffries@nbs.net](mailto:wendy.jeffries@nbs.net) / 01270 275243

Tracey started her career as an NHS management trainee in Wales and went on to work in a number of acute and specialist trusts across the North West of England as a general manager. She has qualifications in project management, patient and public involvement, NHS management and executive leadership. Tracey sits on a national committee for NICE (National Institute for Health and Care Excellence) which makes clinical and cost effectiveness decisions on new treatments and technologies.

Joining NHS South Cheshire and NHS Vale Royal CCGs Executive Team in January 2018 as the Executive Director of Commissioning she went on to be appointed as the Executive Director of Strategy and Partnerships for the Cheshire CCGs in June 2019. Tracey brings over 20 years of NHS and third sector senior management experience with her along with a passion for leadership development and a track record of delivering clinically led service improvements.

Tracey is very proud to be mum to five fantastic children and step children. When not at work, Tracey is a keen gardener (winning second place in the local show for her roses!) She plays netball defence for Cheshire stars netball team and she volunteers as a befriender for a local organisation which reaches out to isolated individuals.

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**- Dr Teresa Strefford, Executive Clinical Director**



**Support staff contact details:**

[wendy.jeffries@nhs.net](mailto:wendy.jeffries@nhs.net) / 01270 275243

Teresa has been a GP in Cheshire since 2004, having moved here after completing her training in Yorkshire.

Teresa started off her commissioning career as Quality and Patient Safety Lead for Vale Royal CCG, subsequently being elected as Governing Body GP. In 2014 she became a Clinical Director working across South Cheshire and Vale Royal CCGs and in November 2019 she joined the Executive Team for Cheshire as Executive Clinical Director.

Alongside her executive role she continues to practice as a GP Partner in Northwich. She passionately believes in the importance of clinical leadership and feels hugely privileged to be able to make a difference not just to her patients in practice, but to the population of Cheshire as a whole.

Teresa lives in Cheshire with her two girls and they enjoy horse riding together.

## - Executive Team Responsibilities

FINANCE & CONTRACTING	GOVERNANCE & CORPORATE DEVELOPMENT	PLANNING & DELIVERY	QUALITY, PATIENT EXPERIENCE & SAFEGUARDING	STRATEGY & PARTNERSHIPS	CLINICAL
Financial sustainability Financial strategy & planning Financial modelling/ new payment structures Health economics/ actuarial development CCGs' transition & close down Capped expenditure process/ Carter Accounts Financial system leadership and management (Cheshire, Cheshire East Council, Cheshire West & Chester Council, Cheshire & Merseyside Health Care Partnership, Region) External & internal audit Counter fraud Senior Information Risk Owner Contract management & negotiation transformation Procurement innovation One Public Estate NHSE/I & Health Care Partnership relationship development NHS Oversight Framework sustainability domain	Company secretary/ organisational governance Board assurance framework (BAF) Risk management Governing Body support & co-ordination Membership constitution Communications and engagement, incl. consultation Equality & diversity Co-ordination of annual report Information governance General Data Protection Regulation Corporate services management & executive office Freedom of Information inquiries/ subject access requests Legal/compliance Corporate/ HQ estates Overview & Scrutiny committees NHSE/I & Health Care Partnership relationship development NHS Oversight Framework patient & community engagement indicator Emergency preparedness, resilience & response Leadership & human resources management Business continuity	Production and delivery of annual operational improvement plan Strategic organisational (incl. NHS Constitution) & system performance Provider performance management Primary care operations (including primary care estates & IT) Turnaround (including Right Care and Getting it Right First Time) Commissioning Support Unit contract Information communications technology & digitalisation innovation Integrated (business & service) intelligence, incl. risk stratification Seasonal planning & influenza Project Management Office leadership & co-ordination Internal custom market development Supply chain transformation NHSE/I & Health Care Partnership relationship development NHS Oversight Framework co-ordination and overall performance delivery & improvement	System quality management Quality assurance of providers Quality improvement including Commissioning for Quality and Innovation (CQUINS) Primary care quality Commissioning for system outcomes/framework Professional leadership of non-medical workforce Strategic development of general practice nursing Continuous professional development Patient insight / experience Incidents and complaints Adult Safeguarding Children Safeguarding Looked After Children Child Death Overview Arrangements Caldicott Guardian Mental Capacity Act & Deprivation of Liberty NHSE/I & Health Care Partnership relationship development NHS Oversight Framework Better Health / Better Care domains	CCG Strategy Working Together As Cheshire (WTAC) programme System staffing alignment & transition Integrated Care Partnership support & development Integrated commissioning (building on Better Care Fund/ Improved Better Care Fund) Specialised commissioning Regional/ national service delegation & transformation Cheshire & Merseyside Health Care Partnership relationships and strategic planning delivery Public Sector Reform across Cheshire/ sub regional developments Continuing Health Care Individual Funding Requests Medicines Management Special Educational Needs & Disabilities (SEND) Transforming Care Partnerships 3 <sup>rd</sup> sector / wider determinants (Compact) NHSE/I & Health Care Partnership relationship development NHS Oversight Framework Better Health/ Better Care	Development & leadership of CCG clinical directorate Coordination of clinical leadership ensuring the CCG remains a clinically led organisation Clinical engagement with primary care, membership, primary care networks (PCNs), local medical council LMC, GP federations, NHSE/I and integrated care partnerships (ICPs) Research & development Promoting and supporting development of clinical effectiveness and clinical excellence Clinical leadership to supportively address areas of poor performance in primary care and other providers Strategic leadership to align local postgraduate GP education to deliver in line with organisation objectives GP Care Quality Commission (CQC) relationship management and support for membership practices Professional leadership for designated doctors for safeguarding

[Click here to view the team responsibilities](#)

## - Executive Team Contact Details

<b>Executive Director:</b>	<b>Supported by:</b>	<b>Email:</b>	<b>Tel:</b>
Clare Watson, Accountable Officer	Sally Thorpe, Executive Assistant	<a href="mailto:sally.thorpe3@nhs.net">sally.thorpe3@nhs.net</a>	01270 275213
Lynda Risk, ED Finance & Contracting	Sally Thorpe, Executive Assistant	<a href="mailto:sally.thorpe3@nhs.net">sally.thorpe3@nhs.net</a>	01270 275213
Neil Evans, ED Planning & Delivery	Hazel Burgess, Admin Support	<a href="mailto:hazel.burgess2@nhs.net">hazel.burgess2@nhs.net</a>	01625 663764
Matthew Cunningham, Director of Governance & Corporate Development	Hazel Burgess, Admin Support	<a href="mailto:hazel.burgess2@nhs.net">hazel.burgess2@nhs.net</a>	01625 663764
Paula Wedd, ED Quality, Patient Experience & Safeguarding	Julie Rogers, Business Administrator	<a href="mailto:julierogers@nhs.net">julierogers@nhs.net</a>	01244 385281
Tracey Cole, ED Strategy & Partnerships	Wendy Jeffries, Personal Assistant	<a href="mailto:wendy.jeffries@nhs.net">wendy.jeffries@nhs.net</a>	01270 275243
Dr Teresa Strefford, Executive Clinical Director	Wendy Jeffries, Personal Assistant	<a href="mailto:wendy.jeffries@nhs.net">wendy.jeffries@nhs.net</a>	01270 275243

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To view the 'meet the executive team' section on the CCG websites visit;

- [NHS West Cheshire CCG](#)
- [NHS Eastern Cheshire CCG](#)
- [NHS South Cheshire CCG](#)
- [NHS Vale Royal Cheshire CCG](#)

If you have any comments about this newsletter please  
email: [workingtogetherascheshire@nhs.net](mailto:workingtogetherascheshire@nhs.net)