

Item 3 Combined General Meeting of the Council of Governors and Annual Members' Meeting 2024

minutes

Date of Meeting: 17th September 2024
Time: 4pm
Venue: Meeting held via Microsoft Teams

Present:

Board Directors: Val Davies/Chair
Liz Bishop/Chief Executive Officer
Sarah Barr/Chief Digital & Information Officer
Nicholas Brooks/Non Executive Director
Margaret Carney/Non Executive Director
John Doyle/Non Executive Director
Claudette Elliot/Non Executive Director
Mr Manoj Kuduvali/Medical Director
Thomas Pharaoh/Director of Strategic Partnerships
James Thomson/Chief Finance Officer
Jonathan Matthews/Chief Operating Officer & Deputy Chief Executive
Rachael McDonald/Deputy Chief People Officer
Joan Mathews/Director of Nursing & Quality
Ben Vinter/Director of Risk and Corporate Governance
Bob Burgoyne, Non Executive Director)

Governors: Ray Davis/Public Governor – Cheshire
Wendy Caulfield/Appointed Governor-Friends of Robert Owen House
Dr Neil French/Nominated Governor – University of Liverpool
Lynsey Jackson/Staff Governor – Non-Clinical
Dorothy Price/Staff Governor – Non Clinical
Elaine Holme/Lead Governor & Public Governor -Merseyside
Peter Humphrey/Public Governor – Merseyside
Jonathan Kendall/Staff Governor – Registered Medical Practitioners
Denis McAllister/Public Governor - Cheshire
Stephen Storey/Public Governor - Cheshire
Richard McLean/Appointed Governor – Liverpool City Council
Michelle Beaver/Staff Governor – Registered & Non Registered
Nursing
Ian Ferguson/Public Governor – Merseyside
Kim Crowe/Public Governor - Merseyside
Margaret Roberts/Public Governor – North Wales
Dusty Rhodes/Public Governor- North Wales

In Attendance:

Georgia Jones – Grant Thornton (Auditor)
Professor Mark Field, Divisional Medical Director - Surgery

Members-Staff & Public:

Gillian Donnelly/ Membership & Communications Officer (Minutes)
Trevor Wooding/Public Member - Merseyside

**Apologies for
Absence:**

Bob Burgoyne, Non Executive Director
Joan Burgen/Public Governor – North Wales
David Bromilow/Public Governor - Merseyside
Terence Comerford/Public Governor – Merseyside
Sharon Faulkner/Staff Governor - Registered and Non Registered
Nurses
Karen Higginbotham/Nominated Governor – Liverpool John Moores
University
Princey Santhosh/Staff Governor – Registered and Non Registered
Nurses
Peter Wareham/Public Governor – North Wales
Keith Wilson/Staff Governor – Non Clinical

1. Welcome and Introduction

The Chair welcomed directors, governors and members to the Combined Annual General Meeting of the Council of Governors and Annual Members' Meeting 2024. The meeting was conducted in a hybrid virtual format offering attendees the opportunity to attend in person or via Microsoft Teams. The meeting provided space to share and celebrate the achievements of the previous year whilst receiving the Annual Report and Accounts 2023/24.

The Chair noted the Trust had seen several changes to the Board of Directors during the year and highlighted Liz Bishop had been appointed Chief Executive following the departure of Jane Tomkinson. She welcomed Manoj Kuduvalli, Joan Mathews, Sarah Barr, Ben Vinter, Jane Royds, Thomas Pharaoh, James Thomson to the Board of Directors. It was added that Jonathan Mathews had remained on the Board and had been appointed Deputy Chief Executive during the year.

It was added that there had been much to be proud of during the year as the Trust aimed to lead and deliver outstanding heart and chest care and research. For example, the Trust had celebrated outstanding results in the Care Quality Commission National Inpatient Survey and the national NHS Staff Survey when the Trust had been voted top as a place to work.

Congratulations were offered to the team and the Chair sincerely thanked all staff for the work they do to make a difference to patients and families every day.

2. Apologies for absence:

As noted above.

3. **Minutes of the Annual Members Meeting 2023 held on 25th September 2023**
The minutes of the Combined Council of Governors and Annual Members meeting held on 25th September 2023 were **approved** as an accurate record.

There were no matters arising.

4. **Board of Directors' Reports**

4.1. **Receipt of Annual Report and Accounts 2023/24:**

The Council of Governors and Members formally **received** the Annual Report and Accounts for 2023/24.

The Annual Report and Accounts for 2023/24 were available to download via the Trust's website www.lhch.nhs.uk or via the following link [LHCH Annual Report 23/24](#).

4.2 **Overview of the Year**

Aortic Service

Professor Mark Field, Divisional Medical Director for Surgery and Consultant Aortic Surgeon provided a presentation on the outstanding work of the Aortic Surgery service team. The team mark twenty-five years of the service this year. Professor Field outlined the history of the service and the key team members involved in its success. The criticality of an interdependent, multi-disciplinary team was noted.

The team had recently hosted the tenth biennial international aortic symposium in Liverpool. Colleagues from across the world attended the conference to share learning, best practice and expertise in this highly specialist field.

It was noted that the conference had been well attended by over one hundred attendees from across the world. Colleagues from Liverpool Heart and Chest Hospital attended free of charge as part of their training and personal development.

The Chair thanked Professor Field for his presentation and for the excellent lifesaving work the team do every day.

Executive Updates

Liz Bishop, Chief Executive discussed some of the key achievements from across the year. It was added that the [Summary Annual Review](#) publication was available to download on the website. Highlights included:

- LHCH rated one of the best hospitals in the country in NHS Adult Inpatient Survey 2023 results & performed highly in 2024.
- Top Trust in the country for a 'place to work' in NHS Staff Survey 2023 results.
- LHCH's Primary Care Heart Failure project recognised at HSJ Partnership Awards 2023 & LHCH shortlisted finalist in HSJ Patient Safety Awards 2023 in the category Patient Safety Education and Training.
- Officially opened new Cath Lab Development in February 2024.

- Recognised with the Social Value Quality Mark Bronze Award.
- Joined elite group of hospitals around the world who have been successfully validated against HIMSS international Stage 7 standards.
- Minimum standards of care met or exceeded by Department of Health.
- Strong performance against financial and operational targets 2023/24.

The Chief Executive introduced the executive team and invited them to share their own highlights and achievements from 2023/24.

Joan Mathews, Director of Nursing & Quality shared that safety has been the Trust's top priority over the year and that there were several mechanisms in place to ensure this. For example, safety huddles, bulletins, safety 7, HALT, learning from incidents PSIRF methodology and engagement with patients and families. It was added that quality was embedded in all at Liverpool Heart and Chest Hospital. Several quality improvements made were shared and these included embedding the culture of be civil, be kind, improving sepsis screening and successful implementation of 24 hours a day, 7 days a week outreach with a focus on call for concern into 2024/2025 to name a few.

Jonathan Mathews, Chief Operating Officer shared highlights from the year and noted that the Trust had maintained significant levels of activity against a backdrop of industrial action and workforce pressures. In addition to this, the Trust had continued to support mutual aid in Cheshire and Merseyside for elective recovery and urgent capacity. A safe waiting list management group to review pathway management and manage waiting list harm processes had also been established.

James Thomson, Chief Finance Officer explained that as the NHS continued to evolve, the financial framework that the Trust operated within also changes. The emphasis on addressing waiting lists and restoring elective activity levels continued to be a primary focus. In addition, operating on a system-wide level also grew in prominence. The Trust continued to deliver strong financial results. The Trust ended the year with an operating surplus of £11.4m. £4.8m had been identified and delivered £4.8m of recurrent efficiency improvements whilst maintaining outstanding quality of care. £11.9m had been invested to improve the estate, facilities and environment.

Rachael McDonald, Deputy Chief People Officer discussed the work that had been undertaken to implement the Trust's People Strategy. This included workstreams in the areas of Recruitment & Retention; Learning & Development; Equality, Diversity, Inclusion & Belonging and Culture & Wellbeing. For example, there had been a significant amount of work undertaken on staff wellbeing. This included the organisation of Live Well, Work Well events and providing health checks for staff whilst they were in work.

Manoj Kuduvalli, Medical Director presented highlights from the year. This included:

- New Cath Labs 1 to 6 became fully functional. Cath Lab 7 was nearing build completion
- 9th theatre project expected to be complete by end of the year
- 25 years of complex aorto-vascular surgery at LHCH milestone and the 10th Edition of Liverpool Aortic Symposium successfully hosted

- LHCH continued to lead the CMAST Cardiology Collaborative to improve patient experience and quality
- PPCI Door to Balloon Times achieving national targets
- Improved processes in place to assess harm for long waiting patients on the elective cardiac surgery waiting list.

In addition to this, there had been high standards in infection prevention control with low number of reportable infections, improvement in mortality and medical education.

Sarah Barr, Chief Digital & Information Officer explained that the Trust had achieved HIMSS Level 7 accreditation, evidencing the impressive level of digital maturity within the organisation. Liverpool Heart and Chest Hospital was the first Trust in Europe to be accredited against the new criteria. Other improvements included closed loop bloods, explain my procedure implementation, new website/intranet and referrals dashboard. In addition to this, the Trust had been shortlisted for a Health Service Journal (HSJ) Patient Safety Award and the Information Governance team had been shortlisted finalists for Social Care and Governance Team of the Year Award.

4.3 Report of the Auditor: Audit Findings for Year Ending 31.03.24

Georgia Jones, Auditor at Grant Thornton presented the report of the auditor and highlighted the following with regards to the external audit conducted:

- The audit was conducted by a mix of remote working and some onsite visits. Overall, the audit went well.
- There was an unqualified opinion on the financial statements.
- The annual governance statement was consistent with their knowledge of the Trust.
- Annual report was consistent with the auditor's knowledge.
- There was an improvement in the information provided for testing of income and the Trust had worked hard to resolve issues encountered in 2022/23.
- The Trust had in place appropriate arrangements to secure Value for Money based on good financial planning and reporting arrangements. Strong governance arrangements in place.

Two improvement recommendations were made as follows:

- Now that relationships are beginning to mature within the system, all partners should work together to develop a multi-year financial plan which delivers financial balance in the medium term and is based upon realistic assumptions that are supported by all partners. This recommendation had been made to all trusts across the system.
- The Trust should focus on identifying and delivering recurrent savings in order to deliver the 2024/25 financial plan and help deliver financial sustainability in the future. This should include identifying strategic service transformation with system partners in addition to internal efficiency programmes.

The report of the auditor was **received** by those in attendance.

5. Council of Governor's Report

5.1 Governors' Report

Elaine Holme, Lead Governor provided the report on behalf of the Council of Governors and highlighted:

- Council of Governor Meetings had taken place on a quarterly hybrid basis which made meetings more accessible and flexible than ever before
- Chair's Updates were provided by informal meetings, annual 1-1s and dedicated monthly newsletters. The door is always open for governors to contact the Chair.
- The annual joint CoG and BoD Development day to shape CoG objectives and strategic plans had taken place.
- New Non Executive Directors had been appointed following a recruitment process led by Nomination and Remuneration Committee (NEDs)
- Governors had contributed to the Chair and NED Appraisals.
- Governor training organised both internally and externally had been made available.
- Development groups with NEDs had been held to increase understanding of work of assurance committees

The Lead Governor thanked the governors who had stepped down during the course of the year and welcomed the new governors that had been recently elected.

5.2 Membership Report

Dorothy Price, Staff Governor – AHP, Technical & Scientific and Chair of the Membership & Communications Sub Committee presented the report.

It was noted that the membership had exceeded the minimum target of 8,000 public members with 8,647 on 31st March 2024. No staff members have opted out. During 2023/24 the Membership & Communications Sub Committee:

- Reviewed and delivered the Membership and Community Engagement Strategy and supported effective communication and engagement with members e.g. LHCH Matters newsletter.
- Monitored the membership profile versus public population profile to help inform our recruitment and engagement plans.
- Planned and organised member recruitment and engagement events and evaluated their success to inform future plans.

During 2023/24 the following engagement and recruitment events had been organised by the sub committee:

- Recruitment stand at Disability Awareness Day in Warrington and Liverpool John Moores University
- Cardiovascular Disease Prevention events with community groups e.g. Women's Institute and Liverpool Soroptimists

Thanks was offered to all governors and staff that had been involved in supporting the above.

5.3 Appointments/Changes to the Board of Directors and Council of Governors 2023/24 and 2024 Election Results

Val Davies, Chair noted there had been a number of changes to both the Board of Directors and Council of Governors in 2023/24 and that these were also highlighted within the annual report.

The Chair noted the outcomes of the Governor Elections 2024 and congratulated the existing governors that had been re-elected including David Bromilow (Merseyside), Denis McAllister and Ray Davis (Cheshire). The Chair welcomed Margaret Roberts (North Wales) and Kim Crowe (Merseyside) who had been elected and would be commencing in role at the end of this meeting.

The Chair also added his sincere thanks to Public Governor, Joan Burgen who was stepping down from the role of Public Governor – North Wales at the end of this meeting and Allan Pemberton who has recently stepped down from the role in Cheshire.

6. Question and Answers

The Chair invited questions from those in attendance at the meeting.

The Annual Report and Accounts 2023/24 were made available and could also be downloaded via the Trust website www.lhch.nhs.uk

The Chair thanked all present for their attendance and continued support which had been particularly valuable during challenging times for the NHS. In particular she paid tribute to all the staff and volunteers saying they were all very special people doing special things every day for our patients and their families. In addition to this she thanked the Chief Executive and Executive team for their leadership and the Non-Executive Directors for their valuable contribution.