

Council of Governors (in public)
Item LHCHCoG25/26_12

Subject: Non-Executive Director & Governors Engagement visits
Date of meeting: 2 December 2025
Presented by: Daniel Scheffer, Chief Corporate Affairs Officer/Company Secretary
Purpose: To Note

1. Executive Summary

Liverpool Heart & Chest Hospital NHS FT (LHCH) Non-Executive Director (NED) Walkabouts were reinstated in June 2022. Furthermore, Governors were encouraged to express their interest in accompanying NEDs during these walkabouts, and several Governors have participated in the programme to date.

At the Council of Governors meeting in September 2025, details regarding the University Hospital Liverpool Group (UHLG) NED and Governor Visiting Engagement Programme were presented, with confirmation that the updated arrangements would be implemented with immediate effect.

Although no visits have taken place since the previous Council of Governors meeting, a new schedule is now in place. Upcoming visits have been organised to the Maple Suite on 2 December and the Cardiac Catheterisation Laboratory on 16 January.

2. Aims and Objectives of the Visits

The aims and objectives of visits arranged as part of the Engagement Programme are:

- To increase the visibility and accessibility of NEDs and Governors to staff.
- To enable NEDs and Governors to have a greater understanding of how services work.
- To provide the opportunity to triangulate, corroborate and test information the Board and Governors received from other sources.
- To talk with and thank staff personally.

3. Governance & Reporting

Feedback forms are distributed to the appropriate Hospital Leadership Team, Hospital Managing Directors, and Executive Leads after each visit, allowing them to review and address any comments received. Subsequently, a comprehensive report is compiled for every visit and shared with the relevant Hospital Management Team as well as members of the Visiting Team.

The programme's governance and reporting structures ensure that quarterly updates are delivered to the Council of Governors. Additionally, a monthly briefing is provided to the UHLG Senior Management Board (SMB), chaired by the Trust's Chief Executive Officer. The SMB comprises all Executive Directors, Hospital Leadership Teams, and Heads of Corporate Services, ensuring that issues raised by NEDs and Governors are visible to those accountable for services.

Finally, each Hospital Management Board receives an update summarising recent visits, with any areas requiring escalation clearly identified.

4. Engagement visits scheduled for 2025/26

Governors have continued to make themselves available for engagement visits and arrangements are in place for visits during December and January (see below). These joint visits, alongside NEDs, provide a valuable opportunity to meet with staff, observe service delivery, and understand the operational realities of care across the Trust.

Upcoming visits during 2026 are currently being scheduled and governors are encouraged to express their availability to support this continued engagement.

Liverpool Heart and Chest Hospital – Maple Suite Tuesday 2 December 2025 at 10:00am – 12:00pm	Non-Executive Director – David Gilburt Governors – Elaine Holme and Keith Wilson HLT Lead – Jen Taylor Department Lead – Jen Deeney and Sandra Wilson Admin Support – Ruth Gaunt Venue – Maple Suite
Liverpool Heart and Chest Hospital – Cath Labs Friday 16 January 2025 at 10:00am – 12:00pm	Non-Executive Director – Claudette Elliott Governors – Vivienne Carr and Kim Crow HLT Lead – Manoj Kuduvali Department Lead – Claire Harvey and Nic Shirvington Admin Support – Ruth Gaunt Venue – Cath Labs

5. Recommendation

The Council of Governors is asked to **note** the update, and Governors are encouraged to join future visits.