

LHCH Council of Governors

COVER SHEET

Meeting Date	Thursday, 05 March 2026	Item Reference	LHCHCoG2526_30
Report Title	Non-Executive Director and Governor Engagement Programme Update – January 2025		
Author	Natalie Lowe, Group Corporate Governance Officer		
Responsible Director	Daniel Scheffer, Group Chief Corporate Affairs Officer/Company Secretary		

Purpose of Report	To provide an overview of the NHS University Hospitals of Liverpool Group (UHLG) Non-Executive Director and Governor Engagement Programme.
Executive Summary	Two engagement visits were undertaken during December 2025. - Royal Hospital – Medicine Division – 1 December 2025. - Liverpool Heart and Chest Hospital – Coronary Care Unit – 2 December 2025. The Engagement Programme for the remainder of 2025/26 is included as an appendix to this report. The programme will be reviewed regularly and updated accordingly, with details shared with the Non-Executive Directors and the Council of Governors. A monthly update is presented to the UHLG Senior Management Board and each Hospital Management Board. The Council of Governors receive a quarterly report. Additional visits to Aintree, Royal and Liverpool Women's Hospital, and the Diagnostic Treatment Centre (DTC) areas are being arranged and will be included in the programme once confirmed. Guidelines have been developed to provide more structure and focus, aiming to achieve the best outcomes. The guidelines are included under Appendix B of this report.
Key Areas of Concern	The following visits were cancelled: Aintree Hospital, Surgery Division – 16 December 2025 at 9:15am to 12:15pm due to site pressures.

Links to Board Assurance Framework	Risk 7: Regulatory & Legal Compliance	10
Links to Corporate Risk Register (scoring 10+)	Not applicable	-

Assurance Level	SUBSTANTIAL - Good system of internal control applied to meet existing objectives
------------------------	---

Action Required by the Management Board	The LHCH Council of Governors is asked to note the update.
--	--

REPORT DEVELOPMENT:

Committee or meeting report considered at:	Date	Lead	Outcome
Hospital Management Boards			
Council of Governors meetings			

MAIN REPORT

1. Introduction

The purpose of the visits is to provide a forum which allows members of the staff to engage with Non-Executive Directors (NEDs) and Governors on issues such as quality of care, engagement and staff support.

2. Aims and Objectives

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

A monthly update is presented to the UHLG Senior Management Board. Each Hospital Management Board receives an update detailing the respective visits, with areas of escalation highlighted. An update is presented to the Council of Governors quarterly.

Feedback forms are shared with the respective Hospital Leadership Team, Hospital Managing Directors and Executive Leads following the visit to review and pick up any comments received from the staff as appropriate internally through their site governance structure.

A full report is prepared following each visit, which is shared with the relevant Hospital Management Team and the Visiting Team, which includes Governors and Non-Executive Directors.

4. Engagement

The Corporate Governance Team sought expressions of interest from Governors and NEDs, following which visits were arranged. As the visiting programme has since been introduced into LHCH, the programme now covers all hospitals within UHLG.

Since the last report, three visits were undertaken during December 2025. A summary of those visits is included below.

Date	Location	Feedback
1 December 2025 <u>Visiting Team</u> David Gilbert Moir McLoughlin Paul Taylor	Royal Hospital – Medicine Division	The visiting team received an introduction to the Axess Sexual Health Service and toured the department on the 3rd Floor of the Linda McCartney Centre. Axess is the largest sexual health service in the UK, delivering sexual health and HIV care across Cheshire and Merseyside, with strong partnership arrangements in place for leadership and governance. Plans are being explored to relocate the Liverpool service to a new city-centre site to improve space and accessibility. The team heard about service provision across nine hubs, though noted a gap in North Liverpool where no clinic currently exists. A previous proposal to establish a clinic at Aintree Hospital had stalled, and senior leaders agreed to follow this up. It was also

Date	Location	Feedback
		noted that the Trust was unsuccessful in the Sefton tender, raising concerns about future provision in that area. Staff described strong leadership support, good career development opportunities, and a positive team culture. Healthcare Assistant vacancies remain a challenge, mainly due to internal progression. The visit also highlighted good communication practices, an effective walk-in and triage model, and strong safeguarding processes. The team were shown outreach and community services, including the SHOW bus, pharmacy testing, online testing and PrEP pathways, and an EJAF-funded digital pilot. Research activity, education programmes and a “grow your own” approach to workforce development were also commended. Space constraints in the HIV clinic were noted, and the team acknowledged national developments including the Government’s new HIV Strategy. As the visit coincided with World AIDS Day, staff were engaged in related activities. Overall, the service demonstrated excellent teamwork, strong staff engagement and high-quality patient pathways. The visiting team thanked staff for their commitment and positive contribution.
2 December 2025 <u>Visiting Team</u> David Gilbert Elaine Holme Keith Wilson	Liverpool Heart and Chest Hospital – Coronary Care Unit	The visiting team met with the Coronary Care Unit (CCU) manager, who outlined the unit’s function and capacity. CCU consists of ten Level 1 and 2 single-occupancy rooms and provides cardiac monitoring for patients with a wide range of acuity, including those step-down from Critical Care, post-PPCI patients, and individuals recovering from complex cardiac procedures. The unit also supports telemetry monitoring for other wards across the site. Two Advanced Nurse Practitioners described their expanded clinical roles, which help reduce pressure on medical teams. Staff expressed pride in the standard of care delivered but also highlighted concerns about organisational changes, uncertainty regarding roles, and a need for clearer communication and involvement in decision-making. Concerns were raised about job security, lack of clarity around upcoming changes, and the impact of mergers and leadership transitions. Staff emphasised the importance of transparent communication and being included in quality improvement and strategic planning.

Date	Location	Feedback
		A request has been submitted to charitable funds for new televisions in patient rooms, as current screens are too small. Positive feedback included recognition of excellent staff contributions and enthusiasm for the potential development of a single cardiology care model across the city. Overall, staff described a strong sense of pride in their work but asked for clearer messaging and greater engagement from leadership to reduce uncertainty.

RECOMMENDATION

The Council of Governors are asked to note the update.

SUPPORTING DOCUMENTS

Appendix A – Schedule of Visits

Appendix A – Schedule of Visits 2025/26

April 2025	NED and Governors Attending
Royal Site – Pharmacy Tuesday 1 April 2025 at 1.00pm – 4.00pm	Non-Executive Director – Tom Walley Governors – Graham Kemp and Jackie McNally
Royal Hospital – Medicine Division Tuesday 29 April 2025 at 1:00pm – 4:00pm	Non-Executive Director – Mike Eastwood Governors – Moira McLoughlin, Kal Ross and Jackie McNally
May 2025	NED and Governors Attending
Royal Hospital – Surgery Division Monday 12 May 2025 at 1.30pm – 4:30pm	Non-Executive Director – Tom Walley Governors – Paul Taylor, Kal Ross and Graham Kemp
Aintree Hospital Division – Pharmacy 28 May 2025 at 9.30 – 12.30	Non-Executive Director – Jackie Bird Governors – Jackie McNally and Moira McLoughlin
Broadgreen Hospital – Medicine Division Thursday 29 May 2025 at 9.30am – 12.30pm	Non-Executive Director – David Gilburt Governors – Rocio Castellero and Emma Monk
June 2025	NED and Governors Attending
Aintree Hospital – Surgery Division Monday 2 June 2025 at 1.00pm – 4.00pm	Non-Executive Director – Tom Walley Governors – Simon Williams and Jo Pepper
Liverpool Clinical Laboratories – Royal Site Monday 16 June 2025 at 2:00pm – 4:30pm	Non-Executive Director – Sarah Walker Governors – Geoffrey Appleton, Bhavna Pandya and Jackie McCreaney

July 2025	NED and Governors Attending
~~Aintree Hospital – Medicine Division~~ ~~Tuesday 22 July 2025 at 1:15pm – 4:00pm~~	~~Non-Executive Director – David Gilburt~~ ~~Governors – Vinita Mishra and Bhavna Pandya~~ CANCELLED DUE TO CAPACITY PRESSURES
Royal Hospital – Medicine Division Tuesday 29 July 2025 at 1.30pm – 4.30pm	Non-Executive Director – Tom Walley Governors – Moira McLoughlin and Jackie McCreaney
Women’s Hospital – Maternity Monday 28 July 2025 at 1 – 3pm	Non-Executive Director – Tom Walley Governors – Jackie Sudworth
Women’s Hospital – Gynaecology Wednesday 30 July 2025 at 1 – 3pm	Non-Executive Director – David Gilburt Governors – Jackie Sudworth
August 2025	NED and Governors Attending
Aintree Hospital – Estates and Facilities – Corporate Services Thursday 21 August 2025 at 9:30am – 12:30pm	Non-Executive Director – David Gilburt Governors – Joanne Pepper and Graham Kemp
Royal Hospital – Surgery Division Monday 11 August 2025 at 1.30pm – 4.30pm	Non-Executive Director – Jackie Bird Governors – Vinita Mishra and Kal Ross
September 2025	NED and Governors Attending
Aintree Hospital – Surgery Division Monday 1 September 2025 at 1pm – 4pm	Non-Executive Director – Jackie Bird Governors – Graham Kemp and Bhavna Pandya

Broadgreen Hospital – Corporate Services Wednesday 10 September 2025 at 1:30pm – 4:30pm	Non-Executive Director – David Gilburt Governors – Vinita Mishra and Emma Monk
Women’s Hospital – Neonatal Friday, 26 September 2025 at 12 – 2pm	Non-Executive Director – Geoffrey Appleton Governors – Jackie Sudworth and Peter Norris
October 2025	NED and Governors Attending
Aintree Hospital – Medicine Wednesday 8 October 2025 at 1.00pm – 4.00pm	Non-Executive Director – David Gilburt Governors – Emma Monk and Joanne Pepper
Royal Hospital – Medicine Division Tuesday 7 October 2025 at 1.30pm – 4.30pm	Non-Executive Director – Jackie Bird Governors – Moira McLoughlin and Emma Monk
Liverpool Clinical Laboratories – Mortuary and Bereavement Services - Royal Site Friday 24 October 2025 at 2.00pm – 3.30pm	Non-Executive Director – Geoffrey Appleton Governors – Bhavna Panya and James Hansen
November 2025	NED and Governors Attending
Royal Hospital – Corporate Services Thursday, 20 November 2025 at 10:00am – 12:00pm	Non-Executive Director – David Gilburt Governors – Jim Conalty and Graham Kemp
Royal Hospital – Surgery Division Monday 10 November 2025 at 1:30pm – 4:30pm	Non-Executive Director – David Gilburt Governors – Fiona Perry and Dorcas Akeju

Liverpool Women's Hospital – Hewitt Centre Monday 17 November 2025 at 11am – 2pm	Non-Executive Director – Sarah Walker Governors – Tina Atkins and Rahima Farah
December 2025	NED and Governors Attending
~~Aintree Hospital – Surgery Division~~ ~~Tuesday 16 December 2025 at 9:15am – 12:15pm~~	~~Non-Executive Director~~ – Tom Walley ~~Governors~~ – Emma Monk and Vinita Mishra CANCELLED DUE TO SITE PRESSURES
Royal Hospital – Medicine Division Monday 1 December 2025 at 2:00pm – 5:00pm	Non-Executive Director – David Gilbert Governors – Moira McLoughlin and Paul Taylor
Liverpool Heart and Chest Hospital – Coronary Care Unit Tuesday 2 December 2025 at 10:00am – 12:00pm	Non-Executive Director – David Gilbert Governors – Elaine Holme and Keith Wilson
January 2026	NED and Governors Attending
~~Aintree Hospital – Medicine Division~~ ~~Tuesday 27 January 2026 at 4:00pm – 4:00pm~~	~~Non-Executive Director~~ – Jackie Bird Tom Walley ~~Governors~~ – Emma Monk and Jackie McNally CANCELLED DUE TO SITE PRESSURES
Royal Hospital – Medicine Division Tuesday 27 January 2026 at 1:30pm – 4:30pm	Non-Executive Director – Jackie Bird Governors – Fiona Perry and Jackie McNally
~~Broadgreen Hospital – Surgery Division~~ ~~Wednesday 21 January 2026 at 4:30pm – 4:30pm~~	~~Non-Executive Director~~ – David Gilbert ~~Governors~~ – TBC CANCELLED DUE TO TRANSITION OF LHCH AND BGH

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
Women’s Hospital – Patient Experience Thursday 29 January 2026 at 9:00am – 11:00am	Non-Executive Director – Mike Eastwood Governors – Tina Atkins and Deborah Ward
February 2026	NED and Governors Attending
Aintree Hospital – Surgery Division Monday 23 February 2026 at 1:00pm – 4:00pm	Non-Executive Director – Geoffrey Appleton Governors – Vinita Mishra and Moira McLoughlin
~~Royal Hospital – Surgery Division Tuesday 3 February 2026 at 9:30am – 12:30pm~~	~~Non-Executive Director – David Gilbert Governors – Jackie McNally and Moira McLoughlin Robyn Birch~~ CANCELLED DUE TO SITE PRESSURES
Liverpool Heart and Chest Hospital – Radiology Thursday 19 February 2026 at 12:30pm – 14:30pm	Non-Executive Director – Sarah Walker Governors – Mike Carney
March 2026	NED and Governors Attending
Royal Hospital – Surgery Division Monday 9 March 2026 at 10:00am – 1:00pm	Non-Executive Director – Geoffrey Appleton Governors – Vinita Mishra and Paul Taylor
Liverpool Heart and Chest Hospital – Community Monday 16 March 2026 at 10:30pm – 12:30pm	Non-Executive Director – Tom Walley Governors – Kim Crowe and Vivienne Robertson

Aintree Hospital - Liverpool Clinical Laboratories – Monday 23 March 2026 at 1.30pm – 3.30pm	Non-Executive Director – Geoffrey Appleton Governors – TBC
---	---