

Notes of a meeting held on 22 December 2016 at 2.00pm in Chief Executive Office, Countess of  
Chester Hospital

<b>Present:</b>	Sue Letby (SL)	
	John Letby (JL)	
	Lucy Letby (LL)	
	Hayley Cooper (HC)	RCN Representative
	Karen Rees (KR)	Head of Nursing, Urgent Care
	Tony Chambers (TC)	Chief Executive
	Ian Harvey (IH)	Medical Director/Deputy Chief Executive
	Alison Kelly (AK)	Director of Nursing & Quality
	Sue Hodgkinson (SH)	Director of People & Organisational Development

TC welcomed everyone and introductions were made.

SL and JL asked if they could read a statement, a reflection on how they feel. They have been advised what they want to say and will provide a copy of the statement.

SL then read out the statement. SL advised that they recognised that AK/SH supported with KR/HC. SL added about the importance of this meeting; what we discuss in the meeting and how we manage the next steps. We have waited a long time for this.

AK and SH went through the letter related to the grievance.

TC explained that there had been an increase in mortality rates in NNU. We had been alerted to an increase, lots of investigation into the cause, we couldn't ignore the change in pattern and mortality rates. The second point is the explanation that the only reasonable cause was mischievous behaviour, but we never accepted this. In the spirit of protecting our staff, babies and the service, we downgraded the unit, undertook a robust internal investigation and announced the Royal College review. Unsubstantiated claims were made that the only common link was that Lucy was on duty.

We had a decision to make, and we could have contacted the police. However, we acted in the best interests of LL, staff and babies on unit. There is nothing fair about this but we acknowledge that the actions we've made were genuinely with the best interests of you, the babies and the unit. We never once believed that the only plausible action was action within the team, but we had to take reasonable actions.

SL Dr Steve Brearey (SB) held you to ransom, if Lucy didn't go off the unit.

TC If we had kept Lucy on the unit and something happened, then it could have been a self-fulfilling prophecy. We ensured the unit and Lucy were safe and that we could

disciplinary action may follow if not followed. IH and I categorically support this.

- SH This would be a reasonable management instruction, and if necessary we would follow the disciplinary policy.
- SL/LL In the grievance, it was agreed to receive 4 apologies.
- TC We will be meeting with them all in the New Year. Then when you are ready, you come back to the unit. We don't underestimate how difficult that will be. You have my categorical assurance that we will support you.
- SL What if something happens; they will point finger at LL again.
- TC That itself will instigate a different process.
- JL Have you read the interviews? I can't believe the comments.
- SL Called Lucy an "Angel of Death".
- LL In public areas.
- SL Mr McCormack said the Trust is "harbouring a murderer", "you're harbouring a murderer".
- Doctor V said she is "cold and calculated".
- Eirian Powell said "what if LL goes home and kills herself". SB: "don't care".
- RJ: "knowingly deliberate action by LL". Heard in Outpatients by a nurse, someone deliberately killing babies, in statements and people named said it.
- TC It's not acceptable.
- LL It's personal. It's not acceptable.
- SL They have a personal grudge.
- JL Have you spoken to Ravi?
- IH It is not appropriate behaviour. Not had it reported to me subsequently. SH and I met with SB, will be followed up with documentation to all of them.
- JL What severity of action?
- SH It depends on the issue; if it's helpful, we can share the disciplinary policy with you so you are aware. Hayley will also be able to advise you from her understandings.