

NEONATAL UNIT - Timeline
31/03/2017

Date	Action	Lead	Additional Comments	Theme
February / March 2016	A thematic review was undertaken by multi-professional team (including NS, Consultant Liverpool Women's Hospital NHSFT)	CONFIRM	Dates analysed January 2015 – January 2016	Clinical
11 th May 2016	NNU review meeting	IH, AK, SB, EP, AM	Scanned notes available and plan to meet again in 2 months.	Clinical
27 th June 2016	Meeting re NNU concerns with EPL/AM/KR/IH/AK	AK/IH	Set of actions agreed and documented.	Clinical
29th June 2016	Phone call Sue Eardley RCPCH re external review	IH		Clinical
30th June 2016	NNU meeting with meeting with Consultants	IH		Clinical
1 st July 2016	Urgent NNU meeting TC, IH, LB, SB, RJ, D Semple, U Rao	TC/IH		Clinical
6 th – 8 th July (inclusive)	Deep dive interview review undertaken	IH/AK	"Silver control" type methodology utilised	Clinical
6 th July 2016	NNU redesignated L1	TC / LB	Decision supported by neonatal network.	Clinical
7th July 2016	<ul style="list-style-type: none"> Draft TORs for review submitted to RCPCH Meeting AK, IH with CCG, NHSE (Spec Comm) 	IH AK/IH	Overview provided of internal review, advised of external review being commissioned.	Clinical
8th July 2016	SPC phone call with Mr Moore, Deputy Coroner who was updating the Coroner on 11th	SPC		Coroner

NEONATAL UNIT - Timeline
31/03/2017

Date	Action	Lead	Additional Comments	Theme
13th July 2016	<ul style="list-style-type: none"> Extraordinary Execs meeting followed by meeting with Paediatricians Presentation of reviews of staffing, cases, acuity YG texts LL to inform her of meeting to take place on 14th July. 	TC		Clinical
14th July 2016	LL reported to SW office with ELP to discuss increase in neonatal mortality and perceived commonality off LL being on duty with the deaths. LL informed that she had been on duty for the majority of the deaths and raised a warning flag. SW informed LL review of nursing & medical competencies and that her competencies would be reassessed and her practice to be supervised.	SW/ELP	Letter sent dated 14/07/16.	People
15th July 2016	ELP emailed all NNU staff to inform all staff re support of periods of supervision and LL first to undergo process.	ELP		People
18th July 2016	LL met with YG & YF to discuss supervision and training. Then further meeting with LL, LG (HRBP) and KR to advise not undertaking	YG/YF/KR	Letter dated 18th July summarising meeting.	People

NEONATAL UNIT - Timeline
31/03/2017

Date	Action	Lead	Additional Comments	Theme
	competencies and supervision and to be redeployed to Risk & Patient Safety team for period of 4-6 weeks whilst external reviews took place.			
2nd August 2016	Dates for review confirmed – 1st and 2nd September	IH		Clinical
5th August 2016	<ul style="list-style-type: none"> Documents – contract etc. - returned to RCPCH LL attended unplanned meeting with KR and supported by HC and informed external review had been delayed. 	IH KR		Clinical People
9th August 2016	ELP emailed all NNU staff to inform that “there were currently opportunities for staff to be seconded across the Trust. It is therefore come as an opportune time for us and we were able to second LL. LL is seconded to the Risk and Patient Safety Office for a period of 3 months”.	ELP		People
12th August 2016	Meeting with KR, LL, HC	KR		People
1st & 2nd September 2016	RCPCH review visit	IH		Clinical

NEONATAL UNIT - Timeline
31/03/2017

Date	Action	Lead	Additional Comments	Theme
2nd September 2016	Further meeting with KR, LL, HC.	KR		People
6 th September 2016	LL met with KR & HC and was informed that a letter from the RCN highlighted that LL had been redeployed due to concerns raised by consultants	KR		People
7th September 2016	LL raised formal grievance under Trust policy.	SH		People
8 th September 2016	Dr J Hawdon contacted requesting case review as per RCPCH recommendations and agreed	IH		Clinical
19th September 2016	Meeting TC, IH with Paediatricians and Nursing staff	TC		Communication
20th September 2016	HC contacted SH on via email to query progress and grievance was acknowledged by letter.	SH		People
23rd September 2016	Grievance acknowledged by letter.	SH		People
5 th October 2016	Meeting with KR, HC, LL, SH, AK	AK/SH	Letter issued 11/10/16	People
18th October 2016	Draft RCPCH report received			Clinical
20 th October 2016	Meeting with KR, HC, LL, SH, AK	AK/SH	Letter issued 26/10/16	People
31st October 2016	Dr Hawdon case review received			Clinical
2 nd November 2016	Meeting with KR, HC, LL, SH, AK	AK/SH	Letter issued 11/11/16	People
10th November 2016	Meeting IH, LB with JM (NW Neonatal Network) – update and reviews	IH		Clinical
22 nd November 2016	Grievance investigation completed	CG		People
24 th November 2016	Meeting with Dr SB	IH/SH		People

NEONATAL UNIT - Timeline
31/03/2017

Date	Action	Lead	Additional Comments	Theme
25th November 2016	Follow up from Dr Hawdon re outstanding PM reports received	IH		Clinical
28th November 2016	Final RCPCH report received	IH		Clinical
1 st December 2016	LL Grievance Hearing undertaken	AW/DAC/CG	Independent chair AW	People
7 th December 2016	Meeting with KR, HC, LL, SH, AK	AK/SH	Letter issued 04/01/17	People
13 th December 2016	Meeting with KR, HC, LL, SH, AK	AK/SH	Letter issued 04/01/17	People
22 nd December 2016	Meeting with LL Parents LL, KR, HC, IH, TC, SH, AK in attendance	TC	Letter issued 17/01/17	People
10 th January 2017	Unplanned meeting TC, AK, LL, KR, HC	TC	Draft Letter prepared but not issued as at 31/03/17	People
11 th January 2017	Follow up meeting LL, KR, HC, AK, SH	AK/SH	Draft Letter prepared but not issued as at 31/03/17	People
16 th January 2017	Call with JL (parent) / SH	SH		People
17 th January 2017	Unplanned meeting to discuss content of call SH/LL/HC	SH		People
26th January 2017	<ul style="list-style-type: none"> • NNU feedback meeting (Paediatricians) • Follow up meeting with LL/KDB/KR/AK/SH 	AK/SH		Clinical People
30 th January 2017	Letter received by TC from all Paediatric Consultants following meeting with Executive Team 26/01/17	Paediatric		Clinical
31 st January 2017	Planned meeting LL/HC/KR/AK/SH	AK/SH	Draft Letter prepared but not issued as at 31/03/17	People
1 st February 2017	NNU Feedback Meeting (Nursing)	AK	Briefing provided re outcome of	Communication

NEONATAL UNIT - Timeline
31/03/2017

Date	Action	Lead	Additional Comments	Theme
			external review	
3 rd February 2017	Calls made to parents affected	AK/SW	Not all parents spoken with due to being un-contactable	Communication
5 th February 2017	National Press interest	Comms Team	Sunday Times article referring to one of the NNU cases	Communication
6 th February	<ul style="list-style-type: none"> Meeting with LL/HC/AK/KR Meeting with LL Parents LL, KR, HC, IH, TC, SH, AK in attendance 	TC	<ul style="list-style-type: none"> Draft Letter prepared but not issued as at 31/03/17 Letter issued 20/01/17 	People
8 th February 2017	<ul style="list-style-type: none"> Publication of the RCPCH External Review (media interest) Meeting SPC, IH and Mr Rheinberg, Coroner Letter sent to Parents who trust unable to speak to 	Comms SPC/IH AK/IH	Minimal feedback from Letters received	Clinical
10 th February 2017	Letter received by TC from Paediatric Consultants	Paediatric Consultants	Acknowledgement of BOD findings and recommendations from completion of review	Clinical
14 th February 2017	Planned meeting SH/LL/KR/HC	SH	Draft Letter prepared but not issued as at 31/03/17	People
15 th February 2017	Meeting SPC, IH with Mr Rheinberg and Mr Moore, Coroner and Deputy Consultants' letter, Dr Hawdon report shared	SPC/IH		Coroner
16 th February 2017	Response from TC to letter dated 10 th February 2017	TC		Clinical

NEONATAL UNIT - Timeline
31/03/2017

Date	Action	Lead	Additional Comments	Theme
23 rd February 2017	Planned meeting SH/LL/KR	KR	Draft Letter prepared but not issued as at 31/03/17	People
28 th February 2017	Meeting IH, RJ, SB, JG, NS. To discuss reviews and cases.	IH		Clinical
1 st March 2017	<ul style="list-style-type: none"> Letter received by TC from Paediatric Consultants Planned meeting LL/AK/SH/KR/HC 	Paediatric Consultants AK/SH	<ul style="list-style-type: none"> Dissatisfaction stated re clinical review and case note review Draft Letter prepared but not issued as at 31/03/17 	Clinical People
3 rd March 2017	Update letter provided to Parents who wanted to receive progress updates	IH		Communication
8 th March 2017	Planned meeting LL/SH/AK/KR	AK/SH	Draft Letter prepared but not issued as at 31/03/17	People
15 th March 2017	Meeting with RJ/SH re mediation and clinical concerns – Speak out Safely concerns raised.	SH		People
16 th March 2017	<ul style="list-style-type: none"> Unplanned visit to see RJ/SB Follow up discussion re clinical concerns raised (SH/RJ) 	TC/SH	Follow up to concerns raised by RJ 15/03/17	People
22 nd March 2017	<ul style="list-style-type: none"> Planned date for joint mediation meeting SB/LL Draft CQC Action Plan approved at EDG (with clinical input) Draft CQC Action Plan sent to CQC 	SB/LL AK AK	<ul style="list-style-type: none"> Supported by CWP mediator Joint meeting did not take place as not appropriate at this time 	People Clinical

NEONATAL UNIT - Timeline
31/03/2017

Date	Action	Lead	Additional Comments	Theme
28 th March 2017	<ul style="list-style-type: none"> Meeting TC, SH, IH, RJ, SB, NS and JM (Network) Follow up discussion RJ/SH re mediation. 	TC SH		Clinical
29 th March 2017	Joint mediation meeting RJ/LL	RJ/LL	Supported by CWP mediator	People
30 th March 2017	<ul style="list-style-type: none"> Planned meeting with LL/KR/KDB/AK/SH Email received by SH from RJ re concerns with mediation process and other concerns. 	AK/SH SH		People
13th April 2017	<ul style="list-style-type: none"> Email exchange Jane Hawdon re "broader forensic review" 	IH	Recommendation to discuss further with CDOP	Clinical
20 th April 2017	<ul style="list-style-type: none"> IH telephone conversation with Hayley Frame (independent chair of CDOP) 	IH		Clinical
27 th April 2017	<ul style="list-style-type: none"> Meeting IH/SPC with Hayley Frame, Nigel Wenham, Raj Mittal rep CDOP and RJ and Susie Holt 	IH/SPC		Clinical
27 th April 2017	<ul style="list-style-type: none"> IH/SPC phone conference with Vincent Connolly (MD NHSI) & Margaret Kitching (Head Nurse NHS E North) 	IH/SPC		Clinical
09/05/17	<ul style="list-style-type: none"> IH met RJ / SB 			
09/05/17	<ul style="list-style-type: none"> LB met with Obstetricians & Paediatricians 			

NEONATAL UNIT - Timeline 31/03/2017				
Date	Action	Lead	Additional Comments	Theme
	•			
	•			

CONFIDENTIAL

List of Acronyms

Acronym	Description
AK	Alison Kelly, Director of Nursing & Quality, COCH
AM	Ann Murphy, Lead Children's Nurse, COCH
AW	Annette Weatherly, Deputy Chief Nurse, University Hospital South Manchester NHS Foundation Trust (UHSM)
CCG	West Cheshire Clinical Commissioning Group
CG	Dr Chris Green, Director of Pharmacy and Investigator for Trust Grievance process
COCH	Countess of Chester Hospital NHS Foundation Trust
CQC	Care Quality Commission
CWP	Cheshire & Wirral Partnership NHS Foundation Trust (Mediation Service used)
DS	Mr David Semple, Divisional Medical Director, Planned Care
EDG	Executive Directors Group
ELP	Eirian Lloyd Powell, Ward Manager, Neonatal Unit, COCH
HC	Hayley Cooper, Royal College of Nursing (RCN) Representative & Staff Side Chair
HRBP	Human Resources, Business Partner
IH	Mr Ian Harvey, Medical Director, COCH
JG	Dr John Gibbs, Consultant Paediatrician, Paediatrics, COCH
JH	Dr Jane Hawdon
JL	John Letby, LL's Father
JM	Julie Maddocks, Director of Operations, Cheshire & Mersey Neonatal Network
KDB	Kathryn de Beger, Occupational Health & Wellbeing Manager, COCH
KR	Karen Rees, Head of Nursing, Urgent Care, COCH
LB	Lorraine Burnett, Director of Operations, COCH
LG	Linda Guatella, HR Business Partner – Urgent Care, COCH
LL	Lucy Letby, Neonatal Nurse, NNU, COCH
NHSE	NHS England
NNU	Neonatal Unit, COCH
NS	Nim Subhedar, Clinical Lead, Cheshire & Mersey Neonatal Network
PM	Post Mortem
RCN	Royal College of Nursing
RCPCH	Royal College of Child & Paediatric Health

Acronym	Description
RJ	Dr Ravi Jayaram, Clinical Director, Paediatrics, COCH
SB	Dr Steve Brearey, Consultant Paediatrician, Paediatrics, COCH
SH	Sue Hodgkinson, Director of People & Organisational Development, COCH
SPC	Stephen Cross, Director of Corporate and Legal Services, COCH
Spec Comm	NHS England Specialist Commissioning Services
SW	Sian Williams, Deputy Director of Nursing, COCH
TC	Tony Chambers, Chief Executive, COCH
U Rao	IH TO CONFIRM
YF	Yvonne Farmer, NNU
YG	Yvonne Griffiths, Deputy Ward Manager, Neonatal Unit, COCH