

Meeting undertaken on 10<sup>th</sup> January 2017 with Tony Chambers (Chief Executive), Alison Kelly, Lucy Letby, Karen Rees and Hayley Cooper

Following discussion between Hayley and Mr Chambers on the morning of 10<sup>th</sup> January 2017, a meeting was arranged for the afternoon of the 10<sup>th</sup> January. This followed the meeting with members of the Board of Directors. Mr Chambers provided an overview of the meeting which commenced with Alison reading out your personal statement, which Mr Chambers thanked you for, and adding it was very impactful. He advised that the Royal College report had been shared with the Board in addition to the recommendations of your grievance hearing. Mr Chambers advised you that the Board were absolutely clear in their support for you to return to the Neonatal Unit, in the requirement of the Doctors to make an apology to you and in supporting the recommendations of your grievance. Mr Chambers advised that if the doctors didn't make an apology, there would be other elements to consider.

Mr Chambers advised that the next key meeting would be with the Doctors when the review report would be shared. He outlined the key themes of the report being about governance, communication, doctor/nurse relationships, culture, escalation and disempowerment of the nursing team. Reassurance was given that there was nothing in the report about you. The meeting with the doctors was to be arranged for w/c 23<sup>rd</sup> January (after Mr Chambers returns from leave), final pathology feedback were awaited on 3 cases, Mr Chambers explained that it would be worth waiting one more week for this in order to get absolutely all the relevant information together. Mr Chambers advised that the unit would not be resorting back to a Level 2 unit at this stage due to a number of recommendations within the report, but also as there were much wider network and strategic decisions to be made.

Hayley advised that deadlines would need to be agreed for doctors' actions (Mr Chambers and Alison agreed). Mr Chambers agreed that we would fix a date by the end of that week and communicate this to you.

Meeting undertaken on 11<sup>th</sup> January 2017 with Alison Kelly, Lucy Letby, Karen Rees, Hayley Cooper & Sue Hodgkinson (12.45pm)

At the start of the meeting, Alison and Sue asked how you were. Alison then provided an overview of the previous day's meeting in which Mr Chambers position was reiterated in today's Executive Directors Group meeting. A date for a meeting with the medical team was being arranged, with a date of the 26<sup>th</sup> January 2017 being considered, on the back of key people's attendance being confirmed. A follow up meeting would be arranged if needed and there will be a strong directive from the Medical Director, Mr Harvey, to attend.

You asked in relation to what will happen with the mediation and the apology as part of the recommendations from the grievance as part of this meeting. It was explained that the meeting would start with Karen Rees, reading out your statement, as we had previously discussed and agreed. As part of the extraordinary board meeting, Sue had read this out on your behalf and this had been extremely impactful.

You then asked if all of the Board were in support of these actions. Both Sue and Alison advised you that all of the board were full supportive as they were objective individuals and whilst they were challenging, as you would expect in their roles, your statement emphasised the impact this has had on you. They also recognised the wider cultural and external factors identified within the wider

report. We all agreed that we would provide you with an update following the meeting undertaken on the 26<sup>th</sup> January 2017. The meeting closed at approximately 1.20pm.

Meeting undertaken with Lucy Letby, Hayley Cooper and Sue Hodgkinson 17<sup>th</sup> January 2017 (11.45am)

Sue had spoken with Karen Rees and Hayley Cooper earlier in the morning of the 17<sup>th</sup> January to advise that she had received a call from Mr John Letby, your Father, on the evening of 16<sup>th</sup> January and had offered to update you on the back of this call. Therefore, this meeting was convened.

Sue talked through the conversation that she had undertaken with Mr Letby the previous evening. She made it clear that you are a trust member of staff and so the onus on us is to have correspondence with you first and not your parents, no matter how difficult this may be for them. This was reiterated two or three times. It was explained that a date for a rearranged meeting was being planned for 6<sup>th</sup> February 2017 and that this would be confirmed in a letter in due course.

Sue reiterated to both of you that any correspondence would need to include you, so that it was all focused on you as our member of staff and to ensure you were kept aware. Sue went on to add that she was concerned in relation to the wellbeing of your Mum, Sue, during the call as she was very upset. We discussed if further support was needed at the time for your Mum and that you would follow up with Kathryn de Beger, Occupational Health and Wellbeing Manager, as necessary.

In addition, we discussed the process of mediation and Sue explained that we were progressing in obtaining two mediators from Cheshire & Wirral Partnership NHSFT and Kathryn was leading on this and could discuss this further with you, which you were going to pick up.

We all agreed that this was a helpful update and that Sue was to call Mr Letby back following our meeting and to provide an overview of this meeting. We also agreed that if there was anything further in the way of correspondence from your parents, that an update would be provided to you at the earliest opportunity. The meeting ended at approximately 12.00pm.

Meeting with Lucy Letby, Alison Kelly, Sue Hodgkinson, Karen Rees, Kathryn de Beger 26<sup>th</sup> January 2017 (2.30pm)

The meeting was arranged to provide an overview of how the meeting had gone with the Medical team earlier that day. In addition, it was a follow up to discussions that had taken place in the morning regarding a statement which you wished to issue to medical colleagues.

Kathryn advised on your behalf that you had made the decision not to send the statement out by email today. Alison thanked Kathryn for updating everyone on this and advised that the content may not be helpful at this time but that we all recognised that this was extremely difficult for you. She continued by saying that you had come so far and that you were incredibly resilient but that we were concerned that you could compromise your position as a nurse working on NNU with this in any actions going forward. She recognised that this had been an incredibly difficult afternoon for you and everyone involved and that there had been a series of conversations with the RCN as well. However, the most important element was your wellbeing but also professionally, we wanted to mitigate any risk for you in this message being construed or mis-managed.

We discussed around the key points to be conveyed at a meeting with the nursing teams and you asked when the invite would go out about this meeting. Alison advised that would probably happen on 30<sup>th</sup> January 2017. We talked through a plan for the coming days following this meeting, with Mr Harvey to undertake individual medical meetings and that we had arranged to meet with your parents and yourself, as a follow up to the meeting before Christmas, alongside Mr Chambers and Mr Harvey on 6<sup>th</sup> February 2017.

Kathryn asked when it was likely that you would be returning to the unit. Alison advised that we would be guided by you but being mindful of the recommendations from the grievance and the meetings that were due to take place w/c 6<sup>th</sup> February. Alison reiterated that it was still our intention for you to return to the unit and the set of actions were not lost. A number of steps were in quick succession and when those have happened, the plan then starts. Kathryn advised that this has felt like a long time without end for you and was concerned. Alison and Sue both acknowledged this and reiterated that we were still working towards you returning to the unit. We thanked everyone for meeting and the meeting closed approximately 3.30pm.

**Meeting undertaken on 31<sup>st</sup> January 2017 with Alison Kelly, Lucy Letby, Karen Rees, Hayley Cooper & Sue Hodkinson (12.00pm)**

This meeting was arranged in order to share the Royal College of Paediatric and Child Health report with you, as agreed at our previous meeting. Karen advised that there were some concerns regarding the status of the unit and we had a discussion re the unit being level one status.

You advised that you had sent out your statement to the nursing team and that you had not utilised that wording that had been provided as an alternative. However, you had revised the statement to say some consultants instead of four. Alison and Sue thanked you for advising us of this but were concerned in how we could manage the support for you around this, particularly if there was any press interest in relation to the statement.

You stated that you were not aware that the press may be interested in your statement and how it would get into their hands. Alison and Sue explained that we could not guarantee that it would not be used by someone which wasn't supportive but recognised that it was your decision and your statement.

You asked if there was any update on the mediation and when it would be taking place. We advised that we could provide more of an update on this following the medical meetings, which were due to take place w/c 6<sup>th</sup> February, due to Mr Harvey's annual leave.

Finally, you advised how you have been liaising with a colleague based at Alder Hey to view theatre lists and to have an observational contract. We agreed that you would work with Karen to come back with a plan around this within the next week. The meeting closed at approximately 12.30pm.

**Meeting undertaken on 6<sup>th</sup> February 2017 with Alison Kelly, Lucy Letby, Karen Rees, Hayley Cooper & Sue Hodkinson (10.30am)**

At the start of the meeting, Alison and Sue both asked how you were. You advised that you had concerns regarding the communication involved in finding out about the article in the press. You were advised that you would receive the statement or report but at 6pm, you had still not received it.

You asked if anyone was undertaking any interviews. Both Sue and Alison advised that we were not encouraging anyone to undertake interviews.

You asked where we were up to with the consultant apology. Sue advised that Ian was managing the conversations but was aware that Mr McCormack was currently **I&S** so this would delay this conversation. However, to be assured that Mr Harvey was following these actions up and recognised the need to progress this.

We agreed that if you need any out of hours support over the coming days, then Hayley and Karen would be able to provide this. The meeting closed at approximately 1.20pm.

**Meeting undertaken on 14<sup>th</sup> February 2017 with Lucy Letby, Karen Rees, Hayley Cooper & Sue Hodkinson (12.05pm)**

Sue asked how you were at the beginning of the meeting and you advised you were okay. A briefing was then provided on the current status in relation to the press enquiry and that there was no further follow up around this at this stage. Kathryn is progressing the mediation and Sue is aware that Mr Harvey has had a series of conversations with medical colleagues and that as far as she was aware, the mediation was proceeding. The key next step was to agree dates.

You asked if any apologies had been received at this stage and Sue advised that none had been received but this was being followed up.

Sue advised that it would be helpful if you could start thinking about what you wanted out of the mediation and what success looked like as part of this as the mediator may ask you to describe this as part of the process. Kathryn was obtaining clarity on the mediation process with CWP so you could be clear on how exactly it would work and we would confirm this in due course.

We discussed around the plans being put in place for your return to the unit and Karen, Hayley and yourself advised that these were progressing well. We closed the meeting at approximately 12.35pm.

**Meeting undertaken on 23<sup>rd</sup> February 2017 with Lucy Letby, Karen Rees & Sue Hodkinson (3.30pm)**

We discussed how you were and you said you were okay, although Karen advised that she was providing a lot of support to you in planning for you returning to the unit. We discussed a possible date for your return to the unit and that you were both planning for a date of the 3<sup>rd</sup> April 2017.

We discussed the concerns around the mediation. Firstly, that we were very disappointed to hear that unfortunately Kathryn had heard from Gloria, in CWP Staff Support that she felt unable to undertake the mediation. Sue explained that whilst Kathryn had informed you of this, we were all disappointed but that Kathryn had now had confirmation that Jane Jones could complete the meetings.

Sue advised that she wanted to make sure you were aware of the possible dates for the meetings and the process. The available dates were 7<sup>th</sup> March (pm) 16<sup>th</sup> March (am or pm) and 17<sup>th</sup> March (pm). In terms of the process, there would be meetings with all three members of staff individually, with the exact timings needing to be agreed with everyone's availability. There then needed to be

Meeting undertaken on 22<sup>nd</sup> March 2017 with Lucy Letby, Hayley Cooper, Kathryn de Beger & Sue Hodkinson (3.50pm)

An unplanned meeting was undertaken on the back of concerns raised regarding a delay in the mediation process with Dr Brearey and you requested to meet with either Alison or Sue. Sue was available and we met in Dr Benton's office, in the Education and Training Centre.

Within the meeting, Sue asked you what your concerns were and you advised that you had been informed that Dr Brearey had advised the mediator that it was not appropriate to continue with the mediation at this time, but that it may be in the future. You added how this had significantly distressed you and you did not know how the Trust was going to manage this. Sue advised that she would need to understand the reasons for Dr Brearey's decision. You asked if he could be met with today as he was still available as the session was planned in until 5pm that day.

Sue agreed to follow up with Mr Harvey and agree the next steps. We agreed that an update would be provided to Hayley, on your behalf, by the end of the day, which was actioned.

Meeting undertaken on 30<sup>th</sup> March 2017 with Lucy Letby, Karen Rees, Kathryn de Beger, Alison Kelly & Sue Hodkinson (10.05am)

Alison and Sue asked how you were at the beginning of the meeting and how the joint mediation meeting had gone earlier in the week. You advised that it had gone better than expected which we all agreed was a positive outcome. Sue then provided an update on the meeting that was undertaken with Dr Brearey and other colleagues earlier in the week. Within the meeting, further clinical concerns were raised which Dr Brearey explained will impact on him not being able to fully commit to the mediation at this time.

We all recognised this was a difficult situation and you wanted to understand what impact this would have on you and were the concerns in relation to you yourself. Both Alison and Sue explained that they were not but on the back of this, we were trying to understand what actions would be required. Alison also advised that it is recognised by everyone involved that there needs to be a full commitment if the mediation is to be successful.

Karen asked if this would have any impact on your plan to transition back to the unit w/c 3<sup>rd</sup> April 2017. Sue advised that we need to plan each day on a daily basis but that at this stage, we should still plan for your return. You explained that you did not want to be pulled out of the unit again and we agreed that if this was to happen, that we would all make the decision collectively and together to support you and your wellbeing.

Kathryn added that this is really hard for you, as you are trying to plan for the change. Karen also advised that we are nine months down the line and the goalposts keep changing and this is especially difficult for you and everyone involved. Both Alison and Sue recognised this but wanted to provide an open conversation to ensure you were aware of the issues.

We agreed that we would continue working through the plan for your return to the unit and that you would continue with your planning meeting with Yvonne, which was taking place on 3<sup>rd</sup> April 2017.

Sue asked that with Hayley not being present in the meeting, she was keen to provide an update to the RCN, either Colm Byrne or Tony Millea, on your behalf. You agreed that Sue could contact them on your own and Hayley's behalf.