


Our Ref: SH/AK/LL

The Countess of Chester Health Park
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PRIVATE & CONFIDENTIAL

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Lucy Letby

PD

4th January 2017

Dear Lucy,

Following our meetings on Wednesday 7th December 2016 and Tuesday 13th December 2016 with Karen Rees, Head of Nursing Urgent Care, and Hayley Cooper, RCN Representative & Staff Side Chair, where Alison Kelly, Director of Nursing & Quality and myself were also in attendance, Alison and I would like to provide a summary of the points we discussed within both meetings. These meetings were a continuation of our recent meetings with you throughout October and November this year. In addition, Hayley was not present at the meeting on the 13th December 2016 due to annual leave commitments.

At our meeting on the 7th December 2016, we opened the meeting by discussing the recent hearing, heard on the 1st December 2016, in relation to the grievance you had raised. At the time of our meeting, you explained that you had not yet received the grievance outcome letter but I understand you have since received this. Alison and I acknowledged how difficult the grievance must have been for you and that this meeting was an opportunity to provide feedback following the hearing. You explained that there were a series of recommendations coming out of the hearing and that you were keen to receive assurance that the recommendations would be put in place. In particular, you advised that you were keen for those actions related to the consultants, stated within the hearing, were addressed as you did not want a significant delay with these actions.

We discussed creating an action plan for each of the recommendations, alongside the transition plan for returning to the Neonatal Unit, which both Karen Rees and yourself were developing.

In particular, we discussed the need to action one of the key recommendations, which was in relation to arranging a meeting with your parents and yourself with Mr Tony Chambers, Chief Executive of the Trust. We discussed that we would be guided by you as to who you would want to be present at this meeting and we agreed that it would also be useful to have myself in attendance, as we had been meeting regularly, and that Hayley and Karen should also be present. Karen also explained that you had discussed that it would be beneficial if Mr Harvey, Medical Director, was in attendance, which both Alison and I agreed to facilitate. We agreed that we would arrange a further meeting w/c 12th December 2016 to discuss the actions coming out of the hearing in more detail, when you had received the grievance outcome letter.

Alison and I provided an update on a number of the actions we had discussed in previous meetings. This included that Mr Harvey and I had met with Dr Brearey on Thursday 24th November 2016 following the concerns that both Hayley and yourself had raised at our meeting on Wednesday 23rd November 2016. Alison advised that the final report had now been received and that it had been discussed within an Executive Team meeting that morning. We needed to agree the process for communicating the report, with acknowledgment that you needed to be one of the first to receive the report when it was circulated more widely, alongside the clinical team and the Board of Directors. Alison stated there was an intention for the Board to meet with all of the consultants, as had happened earlier this year, and you requested that Karen attended this meeting on your behalf to act as your advocate, which both Alison and I agreed would be extremely useful.

Chairman Sir Duncan Nichol CBE

Chief Executive Tony Chambers



Furthermore, Alison provided an update on the second report that had been commissioned in relation to the clinical review. She explained that this had been received last week and that this report was very technical and clinically based. Mr Harvey was in the process of reviewing the information that was contained within this report.

We went on to discuss how we all needed to agree a communication plan for your transition back to the unit. You explained how you wanted to be open and honest in the communication that was issued regarding your return to the unit, but that you recognised that as a Trust, we may not want to communicate certain things. We agreed that you would work with Karen in developing a draft statement which could be shared wider on your return to the unit.

You asked if you could visit the unit and Karen explained that this could be difficult as the recommendations that have come out of the grievance hearing need to have progressed some action around them. In addition, we all discussed how it was important the meeting with the Board and the wider clinical team was undertaken. You explained that it was going to be very difficult going back on to the unit and Karen advised that we need to ascertain who is covering the unit from a medical perspective when you undertake a visit so that everyone understands what they should and shouldn't do, in line with Trust policies. Hayley supported this by suggesting it would be helpful if she supported you in walking across to that part of the Trust site and visiting in stages, but that this had to be guided by you with what you felt comfortable with.

We all then acknowledged and thanked you for your strength of character and that we would continue to support you through this transition.

We had a subsequent meeting on Tuesday 13th December 2016, as a follow up to our previous meeting in order to review the recommendations coming out of your grievance outcome letter.

At this meeting, you confirmed that you had received a letter from Annette Weatherley, Deputy Chief Nurse at University Hospital South Manchester NHSFT, who had chaired the grievance hearing. In addition, you confirmed that there was nothing you wished to query regarding points of clarification within the letter.

Alison and I advised you that one of the key actions stated within the letter was to arrange a meeting with your parents and yourself. We advised you that the most convenient time for this meeting to take place before Christmas, which you acknowledged was very important to you, was Thursday 22nd December 2016, at 2pm. We discussed how Mr Chambers, Mr Harvey, Alison and I would all be available to attend this meeting. However, unfortunately our Chairman, Sir Duncan Nichol, would be unable to attend due to a personal matter.

I explained that I would formally invite your parents and yourself to attend and you provided me with the contact details for your parents. Whilst I know this correspondence has since been issued and the meeting has since taken place, it is important that we reference the nature of the discussion we had at our meeting.

In relation to the other recommendations which were detailed within your grievance outcome letter, Alison and I explained that we were still anticipating a meeting to take place as soon as is practically possible in early January 2017, with the Board and the consultant team, depending on availability.

We continued to discuss elements of communication, which included what you were working with Karen on in relation to your return to the unit and Mr Harvey's plans for sharing the report both internally and externally. You asked if could receive the report prior to the meeting with your parents and members of the Executive team on the 22nd December. In the meeting, both Alison and I agreed that we would clarify this with Mr Harvey. Subsequently, the report has still not been shared with any interested parties other than the Executive Team and the Chairman. A plan for wider circulation is currently being developed by Mr Harvey.

You explained that the recommendations from the grievance hearing related to Dr Jayaram and Dr Brearey were very important to you. Alison and I explained that having the meeting with your parents and yourself on the 22nd December was key to informing any subsequent discussions with any member of the clinical team.