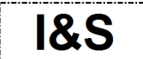


The Countess of Chester Health Park
Liverpool Road
Chester CH2 1UL

Telephone: 01
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01st December 2016

STRICTLY PRIVATE & CONFIDENTIAL

Miss L Letby

PD

Dear Lucy,

Firstly thank you for your time today, I appreciate how difficult and challenging this situation has been.

As outlined, the purpose of the meeting was to discuss your grievance and this letter is to confirm my findings as detailed below answers relating to all points raised in your grievance

1: The proposed plan of supervision of practice and repetition of competencies was not followed for any other member of staff, nursing or medical, and I wish to know why and if this was ever a true intention of the Trust.

I conclude that in reviewing the staffing rotas, these do appear to support the supervision. I accept that there may have been a challenge with skill set, however numbers available according to the rota demonstrated that this was available, therefore I support this part of the grievance

2: The reasons for me being instructed not to have contact with my NMU colleagues for an extended period of time.

I conclude that this was said with the intention, however on reflection Karen Rees intended this to mean on a professional basis only, and not socially. This then led to miscommunication and misunderstanding, and therefore I uphold this part of the grievance

3: Was I being investigated on a personal level and what is it that the external review may indicate in relation to me returning to NNU, and Why the external review panel did not know about my circumstances, and why so much emphasis

has been put on waiting for the review when it is not looking at anything pertinent to my situation

I conclude that there was no personal investigation, but the Executive team have not been clear on what they expect the external review to demonstrate or not in relation to her situation. This was obviously a very unique, complex and sensitive situation. Whilst it is accepted that the Executive team could have been more open and honest with Lucy, communicating with her in a more regular and co-ordinated way, this chair believes that the Executive team acted within the best interest of Lucy, the Trust and the families of the babies. I support this part of the grievance

4: I would like the Trust to outline to me how its values such as being 'open and honest' and we 'respect each other' have been adhered to in my situation

I conclude that I fully support the conclusion that Chris Green came to and uphold this part of the grievance

5: I also wish to be informed of any evidence the Trust may have and the process they have followed.

I conclude that I fully support the conclusion that Chris Green came to and uphold this part of the grievance

6: I would appreciate assurances from the Executive team that this has been dealt with appropriately and that my confidentiality id being maintained.

I conclude that I fully support the conclusion that Chris Green came to and uphold this part of the grievance

7: I would like to know exactly what I have been accused of / what allegations have been made and by who and how the Trust has dealt with this.

I conclude that I fully support the conclusion that Chris Green came to and uphold this part of the grievance

8: How will the Trust support me to return to NNU on a personal and professional level?

- The CEO and the Non-Executive team as a Trust board, to apologise to Lucy in the presence of her parents.
- After the final report is received and provided there are no references made to Lucy, it is therefore put in writing that she has no case to answer.
- There will be mediation with both consultants, and also an apology from both consultants.
- There will also be support for CPD in completion of Masters / or Advanced neonatal course – this is in recognition of the time lost from clinical practice through secondment



Chairman Sir Duncan Nichol CBE

Chief Executive Tony Chambers



However, it is clearly evident within the witness statements that the movement of Lucy from the unit was orchestrated by the consultants with no hard evidence to support this action. Their behaviours and comments, as witnessed by a number of Senior managers and Executive staff all fall far short of what is expected by the Trust and professional standards.

This behaviour has directly resulted in a junior colleague feeling isolated and vulnerable, with her reputation in question. This is unacceptable and could be concluded as victimisation.

Immediate steps need to be taken to address these behaviours, ideally through mediation and apologies from all of the named consultants. (Jim McCormack, Steve Brearley, Ravi and Doctor V)

Failure to achieve a harmonious working environment through these measures should result in disciplinary action taken by the Trust.

The chair would like to thank the Investigating officer for a thorough, balanced and honest investigation report. This has clearly been a very distressing case for all involved and I would like to thank you for your time, patience and candour.

Yours sincerely,

Annette Weather



Chairman Sir Duncan Nichol CBE

Chief Executive Tony Chambers

