

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

Investigation Summaries of Interviews September 2014

11 September 2014

SUMMARY OF THE INTERVIEW WITH MUHAMMAD ASGHAR

Muhammad Asghar was interviewed on 11 September 2014 by Julian Brookes the expert advisor on governance, Catherine Calderwood the expert advisor on obstetrics, Stewart Forsyth the expert advisor in paediatrics, Jonathan Montgomery the expert advisor on ethics and Jacqui Featherstone the expert advisor on midwifery.

Muhammad was invited to interview because he has been a consultant paediatrician at the Trust for 9 years. He was able to provide the Panel with information regarding how the paediatric team worked with the obstetricians, midwives and neonatal nurses to provide care to patients.

He was asked about the resourcing of the paediatric and neonatal unit and about the rota and on call arrangements. He was also asked about the relationship with senior managers and communications within the Trust.

The Panel asked Muhammad about the arrangements in place at the Trust for transferring sick babies to intensive care units elsewhere in the region and about audits undertaken in the Unit and how any related learning was undertaken within the team.

SUMMARY OF THE INTERVIEW WITH AYSHEA KITCHIN

Ayshea Kitchin was interviewed on 11 September 2014 by Julian Brookes the expert advisor on governance, Catherine Calderwood the expert advisor on obstetrics, Stewart Forsyth the expert advisor in paediatrics, Jonathan Montgomery the expert advisor on ethics and Jacqui Featherstone the expert advisor on midwifery.

Ayshea was invited to interview because she is a labour ward co-ordinator at the Trust. She was asked about her role and responsibilities and how she liaised with other co-ordinators to share information.

The Panel asked her about training, development and learning within a multi-disciplinary environment. She was also asked how any concerns about work were escalated and how debriefing took place following a serious untoward incident and how any relevant feedback was shared with the midwifery team.

Ayshea was asked about the supervision of midwives and about the visibility in the midwifery unit at Furness General Hospital of senior managers at the Trust both in the past and now.

Independent investigation into the management, delivery and outcomes of care provided by the Maternity and Neonatal services of University Hospitals of Morecambe Bay Trust from January 2004 – June 2013

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

The Panel also asked Ayshea about the Fielding Report and how the recommendations in the Report were communicated to her and fellow midwives.

SUMMARY OF THE INTERVIEW WITH KARNAD KRISHNAPRASAD

Karnad Krishnaprasad was interviewed on 11 September 2014 by Julian Brookes the expert advisor on governance, Catherine Calderwood the expert advisor on obstetrics, Stewart Forsyth the expert advisor in paediatrics, Jonathan Montgomery the expert advisor on ethics and Jacqui Featherstone the expert advisor on midwifery.

Karnad was invited to interview because he is the Clinical Lead for anaesthetics across the Trust and the Panel wanted to know not just about his role and responsibilities but about how midwives, clinicians, nurses and anaesthetists work together to deliver care to patients.

The Panel asked Karnad about recruitment of specialists, resourcing across the Trust, the rota and on call arrangements for anaesthetists. In addition he was asked about access to theatres at each of the sites within the Trust.

Karnad was asked about training and the development of trainees and about clinical auditing. He was also asked how anaesthetists worked with midwives to provide training to them regarding the administering of epidurals.

17 September 2014

SUMMARY OF THE INTERVIEW WITH SUE PAGE

Sue Page was interviewed on 17 September 2014 by Julian Brookes the expert advisor on governance, Jonathan Montgomery the expert advisor on ethics, Geraldine Walters the expert advisor on nursing and Stewart Forsyth the expert advisor on paediatrics.

Sue was the Chief Executive of Cumbria Primary Care Trust (PCT) from 2006. She was asked what the key issues were when she took up the post and how the PCT was organised. She was also asked how the PCT engaged the GPs in the area to address quality issues and issues arising from the re-configuration of services.

The Panel asked Sue about the PCT's relationship with the Trust and with the Strategic Health Authority. In addition she was asked about the Trust's application for Foundation Trust status and about communications between the PCT and Monitor regarding this.

Sue was also asked about Gold Command.

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

SUMMARY OF THE INTERVIEW WITH JANE CUMMINGS

Jane Cummings was interviewed on 17 September 2014 by Julian Brookes the expert advisor on governance, Jonathan Montgomery the expert advisor on ethics, Geraldine Walters the expert advisor on nursing and Stewart Forsyth the expert advisor on paediatrics.

Jane was interviewed as she had been the Director of Nursing, Quality and Performance at the former North West Strategic Health Authority (SHA). She subsequently was appointed to be the Director of Commissioning at the SHA, the Chief Nurse for the North of England and, in June 2013 Chief Nursing Officer for England.

The Panel asked Jane how she resourced and managed her responsibilities at the SHA, what her priorities were and how support on nursing and quality issues were provided to Trusts in the region.

She was asked about liaison with the Care Quality Commission (CQC) and about the allocation of responsibilities between the CQC and NHS management.

Jane was asked about the support the SHA provided to the Trust and how quality performance issues were managed. She was also asked about Gold Command, the Fielding Report and the supervision of midwives.

SUMMARY OF THE INTERVIEW WITH MIKE CHESHIRE

Mike Cheshire was interviewed on 17 September 2014 by Julian Brookes the expert advisor on governance, Jonathan Montgomery the expert advisor on ethics, Geraldine Walters the expert advisor on nursing and Stewart Forsyth the expert advisor on paediatrics.

Mike was the Medical Director at the North West Strategic Health Authority (SHA) from December 2009 when he took up the post on a part time basis until March 2013 when the organisation was abolished.

He was asked about his role and responsibilities including what involvement he had in respect of quality issues and about internal communications within the SHA.

The Panel asked what involvement Mike had with the Trust, with the Primary Care Trusts and with the Department of Health.

Mike was also asked what sight he had of, and what involvement he had with, Reports commissioned or received by the SHA. He was also asked about the commissioning of Gold Command.

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

SUMMARY OF THE INTERVIEW WITH JACKIE DANIEL

Jackie Daniel was interviewed on 17 September 2014 by Julian Brookes the expert advisor on governance, Jonathan Montgomery the expert advisor on ethics, Geraldine Walters the expert advisor on nursing and Stewart Forsyth the expert advisor on paediatrics.

Jackie was interviewed because she was appointed as the Chief Executive of the University Hospitals of Morecambe Bay NHS Foundation Trust (the Trust) in August 2012. The Panel asked her what her priorities were when she took up her post and how she set about addressing them.

The Panel asked Jackie how she had developed the Board in respect of governance (clinical and otherwise) and leadership and how the Trust was addressing resourcing and recruitment difficulties at the Trust not least because of the distant locations of the three Trust hospitals. The panel asked about communications within the Trust, about how complaints were handled and about the visibility of senior leaders at all sites within the Trust.

She was also asked about the management of SUIs at the Trust and about what policies and procedures have been put in place to ensure that the appropriate action is taken and lessons learned.

Jackie was asked about the Trust's relationship with the regulators (the Care Quality Commission and Monitor), NHS England, its commissioners and with patient representatives and how these organisations worked effectively together with the Trust to address issues and support the delivery of services.

18 September 2014

SUMMARY OF THE INTERVIEW WITH ABDULMAGID TAUFIK

The interview with Dr Taufik on 18 September 2014 was a closed session.

SUMMARY OF THE INTERVIEW WITH VALERIE WILSON

Valerie Wilson was interviewed on 18 September 2014 by Julian Brookes the expert advisor on governance, Jonathan Montgomery the expert advisor on ethics and Geraldine Walters the expert advisor on nursing.

Valerie was interviewed as she is currently the Governance Lead for midwifery at the Trust.

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

The Panel asked Valerie about the key priorities when she started in the role and about the current governance structure. She was asked about the training and development plans for midwives at the Trust and about how this linked with the CNST.

She was asked about risk management and the audit programme in place at the Trust. Valerie was also asked about service improvements and about the use of external reviews to assist learning and development.

Valerie was asked about communication with the maternity and midwifery units and about multi-disciplinary working within the unit.

SUMMARY OF THE INTERVIEW WITH DAVID HENSHAW

David Henshaw was interviewed on 18 September 2014 by Julian Brookes the expert advisor on governance, Jonathan Montgomery the expert advisor on ethics and Geraldine Walters the expert advisor on nursing.

David was interviewed because he was the Chairman of the North West Strategic Health Authority (SHA) from 2006 until February 2011, and, then from 2012 until 2013, the interim Chair of the University Hospitals of Morecambe Bay NHS Foundation Trust (the Trust).

The Panel asked him about his role and responsibility as Chairman of the SHA and what his priorities were in respect of the NHS in the region at that time and about how the SHA worked with Trusts and with Foundation Trusts. He was asked about the leadership role the SHA had and how it operated across the region and how it was structured and managed.

David was asked about the FT application process and about communication between the SHA and Monitor.

Regarding his time as interim Chair of the Trust, the Panel asked David what issues he had to address on taking on the role and how he prioritised these. He was asked about how he worked with the Executive Directors to address quality issues across the Trust and to engage clinicians with a strategic plan for the Trust. He was asked about engagement with staff and with external organisations such as the CQC, Monitor and the SHA.

The Panel asked about resourcing at the Trust and about the culture at the Trust and across the three sites.

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

SUMMARY OF THE INTERVIEW WITH SANGEETHA KOLPATTIL

Sangeetha Kolpattil was interviewed on 18 September 2014 by Julian Brookes the expert advisor on governance, Jonathan Montgomery the expert advisor on ethics and Geraldine Walters the expert advisor on nursing.

Sangeetha is employed at the Trust and was interviewed regarding how issues of concern can be raised by staff at the Trust. The Panel asked her about the process and about communications between clinical staff and senior managers at the Trust.

22 September 2014

SUMMARY OF THE INTERVIEW WITH JUNE GREENWELL

June Greenwell was interviewed on 22 September 2014 by Julian Brookes the expert advisor on governance, Geraldine Walters the expert advisor on nursing and Catherine Calderwood the expert advisor on obstetrics.

June was interviewed because she was appointed to be a non-executive Director (NED) at the Trust in 2004 and was the NED responsible for maternity services.

The Panel asked June about the role and responsibilities of NEDs at the Trust and how these were carried out – specifically in respect of risk issues. She was asked about how the Trust Board operated and what were the priorities it discussed.

June was asked about the statistical reports prepared for the Trust Board and about how she was kept informed about maternity services at the Trust. She was also asked about external reports into maternity services at the Trust. In particular the Panel asked about the Fielding Report and how the findings and recommendations were communicated within the Trust.

The Panel asked June about the management of serious untoward incidents (SUIs) and how information about SUIs was presented to the Board.

SUMMARY OF THE INTERVIEW WITH PATRICK McGAHON

Patrick McGahon was interviewed on 22 September 2014 by Julian Brookes the expert advisor on governance, Geraldine Walters the expert advisor on nursing and Catherine Calderwood the expert advisor on obstetrics.

Patrick was interviewed because he was appointed as the Director of Commercial Developments at the Trust in 2007 and was an Associate Director up to when the Trust was awarded Foundation Trust status in 2010 when he joined the Trust's Executive Board.

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

Patrick was asked about his role and responsibilities as Director of Commercial Developments and about what support the Trust received from the Primary Care Trusts (PCTs). He was also asked about the strategy for the Trust's application for Foundation Trust status and about the role of the Strategic Health Authority (SHA) in the process.

The Panel asked Patrick what the major issues of concern were at the Trust, about performance reporting against targets and the strategic plan for maternity services.

Patrick was asked about Gold Command. He was also asked about resourcing and staffing issues in the maternity and paediatric units at the Trust and about the cultural challenges faced by the Board.

SUMMARY OF THE INTERVIEW WITH DAVID TELFORD

David Telford was interviewed on 22 September 2014 by Julian Brookes the expert advisor on governance, Geraldine Walters the expert advisor on nursing and Catherine Calderwood the expert advisor on obstetrics.

David was interviewed because he was the Trust's Medical Director from 2001 until 2006 having previously been an Associate Medical Director with some responsibility for governance and before that the Medical Director at Westmorland General Hospital. The Panel asked him about the amalgamation, organisation and delivery of services when the three hospitals merged and became a Trust.

The Panel asked David what the priorities were when he joined the Trust's Executive Board and about the reporting arrangements to the Board.

The Panel asked about the Trust's internal audit agenda as well as the audit agenda locally, regionally and nationally. David was asked about concerns regarding clinical quality, the management of serious untoward incidents (SUIs) and the policy and procedure for learning from the outcomes of SUIs.

He was also asked about medical staffing at all levels at the Trust and about the cover arrangements for the medical rota in particular for out of hours care. The Panel asked David about the working relationships between midwives, obstetricians and paediatricians and the development of a midwifery strategy.

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

SUMMARY OF THE INTERVIEW WITH TIM BENNETT

Tim Bennett was interviewed on 22 September 2014 by Julian Brookes the expert advisor on governance, Geraldine Walters the expert advisor on nursing and Catherine Calderwood the expert advisor on obstetrics.

Tim was interviewed because he was the Trust's Director of Finance and Information from April 2005 until November 2013. The Panel asked him about the challenges he faced when he took up his appointment and how these were addressed.

He was asked about governance, risk management, audits and how the Board's sub committees handled these matters. Tim was also asked how quality issues were brought to the Board's attention.

The Panel asked Tim about the Trust's liaison with the Care Quality Commission and Monitor and about the application for Foundation Trust (FT) status. He was asked about the quality governance framework that the Trust completed as part of the FT application.

The Panel asked Tim about serious untoward incidents and about the Fielding Report.

Tim was asked about resourcing and staffing issues at the Trust and about the use of locum staff. He was also asked about the introduction, in 2011, of a Programme Management Office at the Trust.

25 September 2014

SUMMARY OF THE INTERVIEW WITH DICKON WEIR-HUGHES

Dickon Weir-Hughes was interviewed on 25 September 2014 by Bill Kirkup, the Investigation Chairman, Julian Brookes the expert advisor on governance and Jonathan Montgomery the expert advisor on ethics.

Dickon was interviewed because, from 2009 until 2012, he was Chief Executive and Registrar at the Nursing and Midwifery Council (NMC).

The Panel asked Dickon about the role and responsibilities of the Chief Executive and Registrar at the NMC and how the organisation operated. He was asked about the role of midwifery supervisors and how their responsibilities in respect of confidentiality were carried out. Dickon was also asked about the regional local supervisory authorities and how their findings were reported to the NMC.

Dickon was asked how he became aware of high profile and complex cases including those that occurred at the University Hospitals of Morecambe Bay NHS Foundation Trust.

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

He was also asked how the NMC liaised with the Care Quality Commission, Monitor and, if necessary, the police and more generally how the NMC sought to improve relations with partner organisations.

SUMMARY OF THE INTERVIEW WITH SUE McMILLAN & ANN FORD

Sue McMillan and Ann Ford were interviewed on 25 September 2014 by Bill Kirkup, the Investigation Chairman, Julian Brookes the expert advisor on governance and Jonathan Montgomery the expert advisor on ethics.

Sue was previously the Care Quality Commission (CQC)'s Regional Director for the North West and Ann was previously the CQC's Head of Regional Compliance for the North West.

The Panel asked both interviewees about the roles they undertook at the CQC, what their responsibilities were in respect of the registration of Trusts in 2010 and their subsequent involvement with the University Hospitals of Morecambe Bay NHS Foundation Trust (the Trust).

They were asked about the CQC inspections of the Trust, what the findings were of those inspections and about the subsequent role of the CQC in working with the Trust to address the findings and recommendations contained in the inspection reports.

They were asked about five serious untoward incidents that occurred at the Trust, what action the CQC took in respect of these and more generally, how the CQC worked with the Trust. They were also asked about the Fielding Report.

The Panel asked Sue and Ann about the CQC's involvement in Gold Command and how, in their respective roles, they liaised with colleagues at Monitor and the former North West Strategic Health Authority.

29 September 2014

SUMMARY OF THE INTERVIEW WITH JANET SOO-CHUNG

Janet Soo-Chung was interviewed on 29 September 2014 by Bill Kirkup, the Investigation Chairman, Julian Brookes the expert advisor on governance and Jonathan Montgomery the expert advisor on ethics.

Janet was interviewed because from 2009 – 2011 she was the Chief Executive of North Lancashire Primary Care Trust (PCT) and thereafter the Chief Executive of the clustered PCTs in Lancashire until the PCTs were abolished.

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

Janet was asked what the key issues were that she faced at the PCT when she was appointed to the Chief Executive role. She was asked about liaison with the acute Trusts in the area and about liaison with the University Hospitals of Morecambe Bay NHS Foundation Trust (the Trust) in particular.

The Panel asked Janet about liaison with general practitioners in the area and about how the North Lancashire PCT liaised with Cumbria PCT regarding the commissioning of services.

She was asked about the Trust's application for Foundation Trust status and about discussions between the PCT and the Trust and the PCT and Monitor. In addition Janet was asked about how she worked with colleagues at the former North West Strategic Health Authority (SHA), at the Care Quality Commission and the Local Medical Committee and as PCT Chief Executive, who at the SHA she would routinely have had contact with.

Janet was asked about the Fielding Report and Gold Command.

SUMMARY OF THE INTERVIEW WITH KAY SHELDON

Kay Sheldon was interviewed on 29 September 2014 by Bill Kirkup, the Investigation Chairman, Jonathan Montgomery the expert advisor on ethics and Julian Brookes the expert advisor on governance.

Kay was interviewed because of her involvement with the Care Quality Commission (CQC) Board as a non-executive director (NED).

The Panel asked Kay about how the board operated and about her role and responsibilities.

She was asked about the pressures facing the organisation when it was first established and about how the CQC worked with partner organisations and with families who had concerns about the care they or their relatives were receiving.