

THE MORECAMBE BAY INVESTIGATION

Chaired by Dr Bill Kirkup CBE

Investigation Summaries of Interviews October 2014

1 October 2014

SUMMARY OF THE INTERVIEW WITH ANN ABRAHAM AND KATHRYN HUDSON

Ann Abraham and Kathryn Hudson were interviewed on 1 October 2014 by Bill Kirkup, the Investigation Chairman, Julian Brookes the expert advisor on governance and Jonathan Montgomery the expert advisor on ethics.

Ann and Kathryn were interviewed as they had previously held the posts of Parliamentary Health Service Ombudsman and Deputy Parliamentary Health Service Ombudsman.

The Panel asked them to outline their roles and responsibilities and to explain about the scope of jurisdiction and how the Ombudsmans office handled complaints regarding NHS care.

Ann and Kathryn were asked about the information sharing powers the PHSO had to aid the transition of complaints handling when the function was transferred from the Health Care Commission to the Parliamentary Health Service Ombudsman.

The Panel asked about the handling of a complaint made by James Titcombe and how the PHSO considered that complaint and reached a decision whether to investigate the complaint further and how, in that process, it communicated with the Care Quality Commission.

SUMMARY OF THE INTERVIEW WITH IAN ELLIOTT

Ian Elliott was interviewed on 1 October 2014 by Bill Kirkup, the Investigation Chairman, Julian Brookes the expert advisor on governance and Jonathan Montgomery the expert advisor on ethics.

Ian was interviewed by the Investigation Panel as he was the author of the PricewaterhouseCooper Governance Review that was undertaken in February 2012 and which is one of the reports referred to in the Investigation's terms of reference. The Report was jointly commissioned by the Trust and Monitor.

The Panel asked Ian how the report had been commissioned, how the terms of reference were agreed, how the review was conducted, by whom, what interviews took place and what documents were reviewed.

Ian was asked about the cooperation he and his team received whilst the Review was taking place and about the what, if any, impact the Gold Command exercise, that was running concurrently, had on the Review.

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The Panel asked Ian about the follow-up to the Review that took place in March and April 2013, which was reported on in July 2013. In particular he was asked about risk management and the risk escalation policies that were in place at the Trust.

SUMMARY OF THE INTERVIEW WITH JO BORTHWICK

Jo Borthwick was interviewed on 1 October 2014 by Bill Kirkup, the Investigation Chairman, Julian Brookes the expert advisor on governance and Jonathan Montgomery the expert advisor on ethics.

Jo is currently the Assistant Chief Executive at the Trust but was interviewed regarding her involvement in the Trust's application for Foundation Trust (FT) status.

The Panel asked Jo about the process the Trust adopted to collate the necessary evidence for its application for FT status. She was asked about communications between the Trust and the former North West Strategic Health Authority (SHA), the Department of Health and Monitor.

The Panel asked Jo about communication between the Trust and the local Primary Care Trusts (PCTs) and how the application was signed off ahead of the Board to Board meetings for both the initial application for FT status and the revised application.

Jo was asked about the Fielding Report, Gold Command and communications more generally between the Trust and its stakeholders.

2 October 2014

SUMMARY OF THE INTERVIEW WITH JULIE BUCKLEY

Julie Buckley was interviewed on 2 October 2014 by Julian Brookes the expert advisor on governance, Geraldine Walters the expert advisor on nursing and Jacqui Featherstone the expert advisor on midwifery.

Julie was interviewed because from 2001 to 2013 she was the Head of Information at the Trust.

The Panel asked Julie to outline her roles and responsibilities in respect of the three hospitals in the Trust and how she ensured that data was collected, analysed and presented to the Board, to local commissioners and in response to national data requests.

Julie was asked about the involvement with the Clinical Governance team at the Trust and also how she worked with performance and operations colleagues to ensure there was a data flow for commissioning purposes and to meet national standards.

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The Panel asked Julie about maternity data and about the training of staff in information governance and data protection.

She was asked about any problems she encountered when carrying out her work and how issues of concern were raised with senior managers and to the Board.

Julie was asked about the data she provided to senior colleagues to support the Trust's application for Foundation Trust status. She was also asked about clinical coding, about coding for quality audits and the Trust's involvement in national information and data projects. She was asked about the introduction of new data systems being used across the Bay and the challenges this presented.

SUMMARY OF THE INTERVIEW WITH STEVEN VAUGHAN

Steven Vaughan was interviewed on 2 October 2014 by Julian Brookes the expert advisor on governance, Geraldine Walters the expert advisor on nursing and Jacqui Featherstone the expert advisor on midwifery.

Steven was interviewed as, from 2007 until 2011, he was the Director of Operations and Performance at the Trust.

The Panel asked Steven about the major issues he faced when he was appointed as Director of Operations and Performance and how he went about addressing these priorities.

Steven was asked about communications between his team and Divisional Leads regarding quality. He was also asked about the involvement of clinicians in discussions regarding quality and performance and how he assured the Trust about any quality issues.

The Panel asked about the Foundation Trust application process and his involvement and also about the governance arrangements within the Trust.

Steven was asked about the Fielding Report, how issues, including the findings of the Report, were raised and discussed at Board level and about the culture of the organisation.

7 October 2014

SUMMARY OF THE INTERVIEW WITH JEANETTE PARKINSON

Jeanette Parkinson was interviewed on 7 October 2014 by Bill Kirkup, the Investigation Chairman, Jimmy Walker the expert advisor in obstetrics and Stewart Forsyth the expert advisor on paediatrics.

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Jeanette was interviewed because after having a number of posts at the Trust she became the Maternity Risk Manager in 2004 and held the post until she left the Trust in 2012.

The Panel asked Jeanette about how her role evolved, about her responsibilities and how she went about resourcing the function. She was also asked about incident reporting and about the training for midwifery staff in understanding and using the Trust's incident reporting tool.

The Panel asked Jeanette about the development of the risk management strategy and about the Clinical Negligence Scheme for Trusts assessment she was responsible for preparing.

Jeanette was asked about her liaison with the Risk Team within the Trust and about the reviews of clinical incidents at the monthly meetings. She was also asked about the Maternity Risk Management Group and about the involvement with consultants across the Trust in respect of risk issues.

The Panel asked Jeanette about communications between clinical groups and about record keeping by all staff involved in the care of pregnant women and newborn babies.

Jeanette was asked about the involvement of the Head of Midwifery with her role and responsibilities and also what access she had to the Board in respect of risks and the pattern of risks.

Jeanette was asked about the Fielding Report and about the preparation of incident reports, about learning from incidents and how information was disseminated within the maternity department.

SUMMARY OF THE INTERVIEW WITH SUNANDO SUR ROY

Sunando Sur Roy was interviewed on 7 October 2014 by Bill Kirkup, the Investigation Chairman, Jimmy Walker the expert advisor in obstetrics and Stewart Forsyth the expert advisor on paediatrics.

Sunando was interviewed because he was a middle grade obstetrician at the Trust from 2007 and the Speciality Lead Doctor from 2009.

The Panel asked Sunando about his responsibilities as an obstetrician at the Trust including how his duties were allocated, what clinics he ran and where, about ward rounds and about the handover procedures for the clinical team when finishing a shift.

He was asked about communications between obstetricians and midwives and between obstetricians and paediatricians and about how priorities were managed within the unit and what access he had to a Consultant Obstetrician should he need additional advice.

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SUMMARY OF THE INTERVIEW WITH SUSAN HARDING

Susan Harding was interviewed on 7 October 2014 by Bill Kirkup, the Investigation Chairman, Stewart Forsyth the expert advisor in paediatrics and Jimmy Walker the expert advisor in obstetrics.

Susan was interviewed because she is a Consultant Anaesthetist at the Trust. She currently holds the post of Associate Medical Director for Lancaster and Kendal but, from 2007, was the cross bay Clinical Lead for critical care which included intensive care units and anaesthetics. Susan was asked about her role and responsibilities and about the training that she and her team provided to midwives at Furness General Hospital. She was asked about access to theatres and the expertise of the anaesthesia team out of hours and their ability to cover the rota.

The Panel asked her about the resourcing of anaesthetists across the Trust and about the issues of concern she faced as Clinical Lead including ensuring effective communications between anaesthetists and other clinical groups in the Trust.

The Panel asked Susan about serious untoward incidents (SUIs) and about her involvement in the investigation of and learning from them.

8 October 2014

SUMMARY OF THE INTERVIEW WITH LOUISE DINELEY

Louise Dineley was interviewed on 8 October 2014 by Bill Kirkup, the Investigation Chairman, Jimmy Walker the expert advisor in obstetrics, Jonathan Montgomery the expert advisor on ethics and Jacqui Featherstone the expert advisor on midwifery.

Louise was interviewed because she held a number of posts at the Care Quality Commission (CQC). She took up post as the Head of Regulatory Risk in 2010 and following an expansion of that role led the Foundation Trust assurance team from 2012.

The Panel asked Louise about her role and responsibilities in respect of risk reporting and risk management.

She was asked about the approach to risk rating and risk management in each of the organisations that merged to form the CQC and about the strategy then adopted by the new organisation.

The Panel then asked Louise about her involvement with the Trust and about the discussions that took place regarding serious untoward incidents at the Trust and about the actions that were taken within the CQC in response to the concerns that were identified.

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Louise was asked about the process undertaken by the CQC to ensure that it collected appropriate information and about how it liaised with colleagues in Monitor, the former North West Strategic Health Authority (SHA), and in the Trust itself.

SUMMARY OF THE INTERVIEW WITH DAVID BEHAN

David Behan was interviewed on 8 October 2014 by Bill Kirkup, the Investigation Chairman, Jimmy Walker the expert advisor in obstetrics, Jonathan Montgomery the expert advisor on ethics and Jacqui Featherstone the expert advisor on midwifery.

David was interviewed by the Panel because he was appointed to be the Chief Executive of the Care Quality Commission (CQC) in 2012.

David was asked about his responsibilities as Chief Executive of the CQC and how he addressed the immediate priorities when he took up his post. He was asked how the CQC is managed and led and how it is structured.

He was asked about how the CQC liaised effectively in respect of quality issues with NHS partner organisations and how the CQC regional team worked effectively with the Trust.

He was asked about complaints brought to the attention of the CQC and how these were actioned.

The Panel asked David about how investigations are undertaken and about communications between the CQC and Monitor and between the CQC and Trusts.

9 October 2014

SUMMARY OF THE INTERVIEW WITH STEPHEN EVANS

Stephen Evans was interviewed on 9 October 2014 by Bill Kirkup, the Investigation Chairman, Catherine Calderwood the expert advisor on obstetrics, Geraldine Walters the expert advisor on nursing, Julian Brookes the expert advisor on governance and Jacqui Featherstone the expert advisor on midwifery.

Stephen was interviewed because he had held a number of managerial roles in the Trust. He was Directorate Manager for women's and children's services from November 1998 to 2007. He was then Deputy Divisional Manager of surgery, critical care and family services until January 2010. For three months until he left the Trust in May 2010 Stephen was Head of Business and Performance.

The Panel asked Stephen what were the key issues he faced and how he prioritised them.

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The Panel asked about communication between clinical staff and management and about the management of the complaints process. He was also asked about medical staffing issues and how these were addressed.

Stephen was asked about the Trust's application for Foundation Trust status and about cost improvement programmes that he oversaw. In particular the Panel asked Stephen about his involvement with the Board and how information regarding the performance of the Directorate was communicated and shared at Board level.

SUMMARY OF THE INTERVIEW WITH PETER DYER

Peter Dyer was interviewed on 9 October 2014 by Bill Kirkup, the Investigation Chairman, Geraldine Walters the expert advisor on nursing, Julian Brookes the expert advisor on governance and Jacqui Featherstone the expert advisor on midwifery.

Peter was interviewed because, from 2007 until 2012, he was the Medical Director at the Trust.

He was asked to set out the key issues that he faced on his appointment and how he executed his responsibilities.

He was asked about how he reported into the Trust Board and worked with non-executive directors, how incidents were reported and risk management raised at Board level and how the findings were communicated by clinical staff to ensure that learning was a matter of priority.

The Panel asked Peter about data management and record keeping at the Trust, about mortality rates and about what action he took to address concerns. He was also asked about clinical governance and the role of the Clinical Quality and Safety Committee.

He was asked about the Fielding Report and how the findings were disseminated to clinical staff.

The Panel asked Peter about the challenges of cross bay working and about his role as the responsible officer for revalidation and training at the Trust. He was asked about the appraisal process and how he assured the Board that procedures were adhered to.

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10 October 2014

SUMMARY OF THE INTERVIEW WITH GEORGE NASMYTH

George Nasmyth was interviewed on 10 October 2014 by Bill Kirkup, the Investigation Chairman, Jacqui Featherstone the expert advisor on midwifery and Julian Brookes the expert advisor on governance.

George was interviewed because he is currently the Medical Director at the Trust. George had taken up a post as a consultant general surgeon at Furness General Hospital in 1991 and in 2006 was appointed Clinical Director for Surgery. From 2007 onwards he had divisional responsibilities within the Trust. He was appointed interim Medical Director in 2011 and was given the post on a substantive basis in Autumn 2012.

The Panel asked George about the recruitment of clinical staff at the Trust and about any difficulties he encountered in recruiting staff and enabling clinical staff to have a range of experience within relatively small units. He was asked about his responsibilities as Medical Director and about the interaction he had with his Executive Board colleagues.

George was also asked how issues of concern were brought to his attention, about the governance systems and the role of the Quality Committee within the Trust and how he was involved as both a Clinical Director in a divisional role and as Medical Director in the reporting of, and subsequent learning from, serious untoward incidents.

George was also asked about internal communications and meetings at the Trust and how information was passed from him to clinicians within the Trust and how he received information from Clinical Directors about issues of concern any clinicians may have or about clinical practice at the Trust.

The Panel asked George about his role and responsibility in respect of Gold Command and also about the Fielding Report.

The Panel also asked George about how information and data was collated before it was presented to the Trust Board and about the processes put in place to ensure that information had sufficient depth and detail to it to enable robust decision-making to take place.

The Panel asked George about the current governance arrangements at the Trust, what procedures are now in place for concerns to be raised by clinicians and for an explanation of how any such concerns are handled.

George explained to the Panel that until March 2013 he had Deanery responsibilities as an Associate Post Graduate Dean in the region and set out what this role entailed.

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SUMMARY OF THE INTERVIEW WITH SASCHA WELLS

Sascha Wells was interviewed on 10 October 2014 by Bill Kirkup, the Investigation Chairman, Jacqui Featherstone the expert advisor on midwifery and Julian Brookes the expert advisor on governance.

Sascha was interviewed because, since March 2014, she has been the Deputy Director of midwifery, women's and children's services having been appointed in 2011 as the head of midwifery, obstetrics and gynaecology.

The Panel asked Sascha what the key priorities were when she was appointed and how she set about addressing them. She was asked about recruitment and retention and workforce planning. The Panel asked Sascha about the reporting of, investigating into and subsequent learning from serious untoward incidents (SUIs) and serious incidents requiring investigation (SIRIs). She was also asked about complaint handling as well as about documentation and record keeping within the maternity department.

The Panel asked Sascha about the governance arrangements in place when she was appointed and how these had changed during her time in the post. She was also asked about training needs, analyses and skills audits and about ensuring that training for midwives met national guidelines and professional requirements.

The Panel asked Sascha about working relationships between midwives and clinicians at the Trust and also between midwifery staff and management. Sascha was also asked about communications with, and access to, the Executive Board and how issues of concern regarding the provision of maternity services are communicated to senior managers. She was also asked about staff feedback and how quality assurance operates within the midwifery department. Sascha was also asked about the Fielding Report.

SUMMARY OF THE INTERVIEW WITH CATHY LUBELSKA

Cathy Lubelska was interviewed on 10 October 2014 by Bill Kirkup, the Investigation Chairman and Jacqui Featherstone the expert advisor on midwifery.

Cathy was interviewed because she had been a non-executive director (NED) from 1998 when the Trust was formed. She was Chair of the Trust Board from 2005 until 2008.

The Panel asked Cathy what the key issues for the Trust were when she chaired the Executive Board and how she worked with her executive colleagues to address these issues. She was asked about Board discussions and the visibility of Board Members across the Trust. She was also asked how she worked effectively with the Chief Executive and Executive Directors and

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what processes for information sharing were in place to enable her to be assured about the management of the Trust.

The Panel asked Cathy about her informal engagement with the SHA regarding any concerns they had about the Trust and also how complaints were handled within the Trust.

The Panel asked Cathy about the Trust's application for Foundation Trust status and about her involvement in that.

SUMMARY OF THE INTERVIEW WITH ANN HOSKINS

Ann Hoskins was interviewed on 10 October 2014 by Bill Kirkup, the Investigation Chairman and Jacqui Featherstone the expert advisor on midwifery.

Ann was interviewed because she held a number of posts in the region.

From 2002 until 2006 she was the Director of Public Health at Cumbria Health Authority. From 2006 to 2008 she was the Deputy Regional Director of Public Health and Medical Director at NHS North West. In May 2009 she became the NHS North West's Director of Children, Young People and Maternity Services and from April 2011 until March 2013 she was the interim Regional Director of Public Health for the North West.

The Panel asked Ann about her responsibilities whilst she was the Director for Children, Young People and Maternity Services in the North West. She was asked how the former North West Strategic Health Authority (SHA) required Primary Care Trusts (PCTs) in the region to manage serious untoward incidents (SUIs) and how it maintained an overview of performance across the region.

The Panel asked Ann about the role of her team in identifying any issues of concern regarding the provision of maternity services and how she worked with Trusts in the region regarding governance issues and concerns.

Ann was also asked how she ensured that Directors of Nursing received appropriate support from the SHA to ensure that appropriate expertise was available should they require advice.

The Panel asked about the management of the SHA and its organisational structure. She was asked about communications between the Department and the SHA, and how communications between the SHA and PCTs were managed, particularly in respect of issues that spanned the responsibilities of the Medical Director and the Nursing Director.

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13 October 2014

SUMMARY OF THE INTERVIEW WITH THE BOARD OF THE UNIVERSITY HOSPITALS OF MORECAMBE BAY NHS FOUNDATION TRUST

The Trust Board were interviewed on 13 October 2014 by Bill Kirkup, the Investigation Chairman, Stewart Forsyth the expert advisor in paediatrics, Julian Brookes the expert advisor on governance and Jonathan Montgomery the expert advisor on ethics.

The Trust Board were interviewed in respect of the Investigation's terms of reference 5 and 6.

Terms of reference 5 and 6 are as follows:

5. To assess and make findings as to the Trust's ability to discharge its duties in delivering maternity services; and
6. To make recommendations on the lessons to be learned for both the Trust and the wider NHS to ensure the delivery of high quality care.

The Panel conducted the interview in two sections. The first session was with the Chairman and non-executive directors (NEDs). The Panel asked them about induction of new Board members, the time the NEDs spend on wards and with staff across all of the hospitals in the Trust and about the provision of data to enable the non-executive Board members to fulfil their duties and support the executive team.

The non-executives were asked how they managed their responsibilities and how they worked with executive directors to add challenge and value and how they shared their expertise with executive directors.

The NEDs were asked about staffing levels, skills development, training and the professional groupings within the Trust. They were also asked about the service model and strategy to ensure the delivery of effective health services.

The Panel also asked about the reporting of serious untoward incidents (SUIs)/serious incidents requiring investigation (SIRI) and how SIRIs were investigated and there was learning from such incidents.

The second part of the interview was with the entire Executive Board.

The Chief Executive gave a brief presentation on current work programmes and strategy as well as outlining current initiatives to improve leadership and governance structures as well as addressing resourcing issues and information gathering processes within the Trust.

The Panel asked about the configuration of services, risk levels and safety.

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The Investigation Panel asked the Board about resourcing, in particular recruitment, retention and the reasons staff provide for leaving the Trust.

The Investigation Panel asked about the leadership programme across the Trust and how staff can raise concerns regarding governance, complaints and risks and what patient involvement there is to ensure that the views of users can be considered alongside the results of the Trust's own staff survey.

14 October 2014

SUMMARY OF THE INTERVIEW WITH LISA BACON

Lisa Bacon was interviewed on 14 October 2014 by Bill Kirkup, the Investigation Chairman, Julian Brookes the expert advisor on governance and Stewart Forsyth the expert advisor on paediatrics.

Lisa was interviewed because, since 2011, she has been the Local Supervisory Authority (LSA) Midwifery Officer for the North West of England. From 1 April 2013 the LSA function was transferred into NHS England as part of the NHS reforms.

The Panel asked Lisa about the role and responsibilities of the LSA's Midwifery Officer and how she performed her functions across the region. She was also asked about the training, development and support given to the LSA Midwifery Officer.

Lisa was asked about her role in supporting and auditing the work of the 4,500 practicing midwives and how this was carried out by the supervisors of midwifery.

The Panel asked Lisa about how the LSA handled investigations and reported to the Nursing and Midwifery Council (NMC) to ensure that data was collected on the practice of, and supervisory arrangements for, midwives in the region.

Lisa was asked about the relationship between the LSA Midwifery Officer and the Director of Nursing at the Strategic Health Authority (SHA) and also what communication she had with senior managers (Director of Nursing and Chief Executive) at the Trust.

SUMMARY OF THE INTERVIEW WITH JOHN ASHTON

John Ashton was interviewed on 14 October 2014 by Bill Kirkup, the Investigation Chairman, Stewart Forsyth the expert advisor in paediatrics and Julian Brookes the expert advisor on governance.

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John was interviewed because he was previously the Director of Public Health in Cumbria and had also held the post of Regional Director for Public Health for the North West.

John was interviewed regarding his role and responsibilities in respect of serious untoward incidents that occurred at the Trust and how the public health function within the Primary Care Trust (PCT) in Cumbria collected evidence regarding maternity services in the area so that services could be commissioned appropriately and managed effectively.

The Panel asked John about his involvement with the former North West Strategic Health Authority and about the Fielding Report. He was asked about Gold Command and about the Trust's application for Foundation Trust status and what the involvement of the public health team within the PCT was in respect of this.

In addition he was asked about the review of perinatal mortality in Cumbria that was published in January 2013.

SUMMARY OF THE INTERVIEW WITH KATHRYN HAMPSON

Kathryn Hampson was interviewed on 14 October 2014 by Bill Kirkup, the Investigation Chairman, Stewart Forsyth the expert advisor in paediatrics and Julian Brookes the expert advisor on governance.

Kathryn was interviewed by the Investigation Panel because she was a midwife at the Trust. She became a midwifery supervisor in 2005 and held this responsibility until 2012.

The Panel asked Kathryn about her role and responsibilities as a supervisor of midwives. She was asked about the training that she received as a supervisor of midwives and to conduct investigations.

Kathryn was asked about communications between specialist groups within the midwifery unit at the Trust and about her responsibilities as a community midwife (a post she held from 1994).

Kathryn was asked about clinical governance and about the management approach to investigations. She was also asked about the Fielding Report.

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15 October 2014

SUMMARY OF THE INTERVIEW WITH ANDREW SIMPSON

Andrew Simpson was interviewed on 15 October 2014 by Bill Kirkup, the Investigation Chairman, Geraldine Walters the expert advisor on nursing and Julian Brookes the expert advisor on governance.

Andrew was interviewed because from June 2006 until October 2013 he was an Advanced Neonatal Nurse Practitioner (ANNP) at Royal Preston Hospital, part of Lancashire Teaching Hospitals NHS Foundation Trust, and was involved in the transfers of babies into Lancashire and South Cumbria for neonatal intensive care.

Andrew was asked about the neonatal network and what the procedure was for a transfer to be undertaken.

The Panel asked Andrew which hospitals very sick babies from Furness General Hospital would be transferred to and what the communications and practical arrangements were that were put in place to enable the safe and swift transfer of such infants.

The Panel asked Andrew about incident reports to enable learning and ongoing review of procedures by the transfer team.

SUMMARY OF THE INTERVIEW WITH JULIAN GRIEVES

Julian Grievés was interviewed on 15 October 2014 by Bill Kirkup, the Investigation Chairman, Geraldine Walters the expert advisor on nursing and Julian Brookes the expert advisor on governance.

Julian was interviewed because he held a number of management posts in the surgical, women's and children and family and clinical services divisions at the Trust. He is currently in a service manager post in the family and clinical services division.

Julian was asked about how the management support divisions were structured and altered during the time period the Investigation is reviewing and how investigations were initiated and carried out.

He was asked about the relationship between the operational management team and clinical staff and about the handling of any complaints that were forwarded to the service managers.

The Panel asked Julian about the Fielding Report and about Gold Command.

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SUMMARY OF THE INTERVIEW WITH ERIC MORTON

Eric Morton was interviewed on 15 October 2014 by Bill Kirkup, the Investigation Chairman, Geraldine Walters the expert advisor on nursing and Julian Brookes the expert advisor on governance.

Eric was interviewed because he held the post of interim Chief Executive at the Trust from March 2012 to July 2012. He was asked what the immediate priorities were that he faced on taking up the post on an interim basis and about the divisional structure that was in place when he took up post and how this was amended.

He was asked about working relationships, about how the Board functioned and about relationships between Trust staff and Board members. He was asked about his approach to management and his communication with Staff Side representatives.

He was asked about his relationship with the Trust Chairman and with colleagues at the former North West Strategic Health Authority.

The Panel asked Eric about clinical risk and what involvement non-executive directors at the Trust had regarding clinical incident reporting and about the upward reporting culture in general.

The Panel asked Eric about the Trust's application for Foundation Trust status.

SUMMARY OF THE INTERVIEW WITH VANESSA HARRIS

Vanessa Harris was interviewed on 15 October 2014 by Bill Kirkup, the Investigation Chairman, Geraldine Walters the expert advisor on nursing and Julian Brookes the expert advisor on governance.

Vanessa was interviewed because she was, from 2004 to 2006, in the finance department involved with the Trust's application for Foundation Trust (FT) status and from 2006 held a divisional management post in the surgery, critical care, women and children's services division. Vanessa left the Trust in 2009.

The Panel asked Vanessa about her role and responsibilities and about the wider role of divisional managers and how they fitted into the governance structure at the Trust. She was asked about serious untoward incident reporting and about the resourcing of maternity services and what the priorities were across the Trust.

The Panel asked Vanessa about the Fielding Report and also about the Trust's application for FT status.

Vanessa was also asked about cross team working and about clinical quality overviews.

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22 October 2014

SUMMARY OF THE INTERVIEW WITH PAUL GIBSON

Paul Gibson was interviewed on 22 October 2014 by Bill Kirkup, the Investigation Chairman, Stewart Forsyth the expert advisor in paediatrics and Julian Brookes the expert advisor on governance.

Paul was interviewed because he is a consultant paediatrician at the Trust. From 2003 to 2007 he was the clinical director for the children's directorate and thereafter the clinical director for women's, gynaecology and children's directorate, the head of children's directorate and from 2010 to 2013 was the Associate Medical Director for child health for Cumbria. He is currently a consultant paediatrician at the Royal Lancaster Infirmary.

Paul was asked by the Panel about how paediatric services were organised and operated across bay and at the three sites. He was asked how his role as Clinical Director and head of children's directorate came about and was carried out and he was also asked by the Panel about clinical governance at the Trust.

The Panel asked Paul how staffing and communication issues were handled and elevated to the Medical Director and Board as necessary. Paul was asked about working across disciplines and in particular how the paediatric function was structured and delivered, how paediatricians worked effectively with obstetricians at the Trust and how clinical staff worked with nursing and midwifery colleagues to ensure delivery care to mothers and babies. Paul was also asked about how paediatricians worked effectively with paediatric matrons to deliver paediatric care.

Paul was asked about patient safety and about the Fielding Report and also about paediatric reviews that were undertaken at the Trust.

SUMMARY OF THE INTERVIEW WITH BRUCE KEOGH

Bruce Keogh was interviewed on 22 October 2014 by Bill Kirkup, the Investigation Chairman, Stewart Forsyth the expert advisor in paediatrics, Jonathan Montgomery the expert advisor on ethics and Julian Brookes the expert advisor on governance.

Bruce was interviewed because from 2007 he was the NHS Medical Director within the Department of Health and from 2013 he became the Medical Director within NHS England and the national Medical Director.

Bruce was asked about his current role and responsibilities and also about his role and responsibilities as the NHS Medical Director. He was asked by the Panel about the Strategic

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Health Authorities assurance report process that he was involved with with David Nicholson, the previous Chief Executive of the NHS.

The Panel asked Bruce about when he first became aware of serious untoward incidents that had arisen at the Trust and what briefing he received regarding these.

He was asked about risk summits and about the National Quality Board and about guidance in the establishment of risk summits.

The Panel asked Bruce about the delivery of maternity services and about the decision by NHS England to commission a review into maternity services.

Bruce was asked about quality assurance as part of the Foundation Trust application process and how he became involved in considering applications.

Bruce was asked about the Five Year plan for the NHS and about different operating models and also about professional and academic isolation and about issues that arise for Trusts in geographically remote locations.