



Improvement

Chief Executive and Chair's Office

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28 February 2018

BY EMAIL

Steve Barclay MP
Minister of State for Health
Department of Health and Social Care
39 Victoria Street
London SW1H 0EU

Dear Minister

Independent review into Liverpool Community Health NHS Trust: response to recommendations

Thank you for your letter of 20 February 2018, in which you asked me to confirm the steps that we are taking to implement the recommendations of Dr Kirkup's independent review into Liverpool Community Health NHS Trust. I understand that NHS England and the Care Quality Commission will be writing to you separately, although I have outlined below how we are working together on these matters.

You will be aware that my predecessor, Jim Mackey, commissioned Dr Kirkup to undertake this review. The report is a very thorough examination of the factors surrounding what happened at Liverpool Community Health. Dr Kirkup's findings make difficult reading. I take his findings and recommendations very seriously and when our Board meets in public in March to consider NHS Improvement's response to the report, they will be expecting to accept all of his recommendations.

I am working up plans that will address the issues raised in the report in a comprehensive and sustainable manner. These actions must have lasting impact and give us the confidence that we can avoid a similar situation ever occurring again. I have also asked my teams to take urgent action to ensure that providers and staff are supported during the current period of change in Liverpool.

NHS Improvement, NHS England, the Care Quality Commission and the Department of Health and Social Care have met and have agreed in principle to provide a joint response to the report. NHS Improvement is coordinating input from all organisations and is working closely with your officials.

You will be aware that we are reviewing how we work more seamlessly with NHS England at regional and national level. This work is a priority for me and for our Board and is considering those areas where we believe we can operate more closely (including joint functions). I am confident that it will deliver an operating model that increases alignment between our two organisations, along

with mechanisms for better data and intelligence sharing. We are also transforming our business systems; this will align our IT infrastructure with that of NHS England. In our formal response in March, I will also outline how we will improve the way we work with the Care Quality Commission.

We recognise the important role that NHS Improvement plays in holding Boards and management to account, but also in coaching and developing senior leaders when they are appointed, and taking appropriate action where there are performance management issues. In addition to responding to Dr Kirkup's specific recommendations, I also intend to use this review as an opportunity to assess how NHS Improvement holds senior leaders in the NHS to account, and supports their development.

In the penultimate paragraph of your letter, you ask for our comments on the absence of any disciplinary actions relating to the issues identified in the report, and on what action is required as a result. On the basis that your request is directed towards NHS Improvement staff previously involved in overseeing the Trust, we will be in a position to respond to your request once we have received and considered the report we have commissioned of an independent investigator in relation to the issue you raise in your letter of 20 February 2018 to Baroness Dido Harding and Professor Sir Malcolm Grant.

I will be bringing a more comprehensive response to the report, detailing action planned and already taken on each recommendation, to NHS Improvement's Board meeting on 22 March 2018. This will allow us to hold an open discussion about our response during the public session.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ian Dalton', written in a cursive style.

Ian Dalton CBE

Chief Executive, NHS Improvement