

15th June 2015

Dear Ann,

Please accept my apologies for not being at the meeting on May 27 2015 this was due to me being on half term holiday with my family.

In response to your letter please be assured that Tower Hamlets CCG is concerned about the issues raised in the care quality commission inspection report and we have placed this as a high risk area on our board assurance framework.

We have been monitoring the quality of services at the Royal London very closely and working with our colleagues in Newham and Waltham Forest to ensure we optimise every contractual and commissioning lever we have whilst not completely destabilising Barts Health NHS Trust. We have, and will continue to hold Barts Health to account. In light of the inadequate areas highlighted in the recent care quality commission inspection we are taking the following actions:-

1. Governance: we have consistently required Barts Health to attend our governing body meetings and answer our concerns in a variety of clinical areas e.g. cancer, maternity, staffing. At our next governing body meeting (7 July 2015) the Royal London site management team are attending (deputy chief nurse and the medical director) to present the CQC action plan for Royal London Hospital for scrutiny by members.
2. We have issued a contract query notice for each of the areas of poor performance.
3. We have reviewed our approach to the monthly contract quality review meetings (CQRM) which will focus on the Royal London Hospital and St Bartholomew's sites only. Providing a much more detailed and local focus to improvement. We are using key lines of enquiry based on the care quality commission inspection findings to gain assurance. We will be having quarterly executive CQRM meetings which will focus on common themes identified in the care quality inspections across all of the Barts Health NHS Trust sites e.g. staffing and complaints.
4. We undertake monthly quality assurance visits to the Royal London to wards and departments with a team of CCG board members and staff. We recognised that staff culture is a fundamental issue and we are undertaking 'deep dives' into this issue. As part of this

process we are also visiting the Royal London site on a quarterly basis to talk to staff and monitor improvements in staff culture.

5. Action plans are in place for referral to treatment and waiting times in A&E. These are monitored weekly and at monthly performance meetings we have with the Trust.
6. We are working with the Trust and our neighbouring CCGs and local authorities on the Transforming Services Together programme. This aims to identify and solve some of the most deep-rooted problems faced by the Trust.

We carefully considered the tone of our stakeholder letter with our neighbouring CCGs as the problems the Trust faces are system-wide and it is important we show a united and clear direction. However each CCG is fully responsible for its own message. We wanted to not only convey our concern at the CQC rating but also to provide reassurance to the whole system that the problems Barts Health faces are not insurmountable. As we said in the letter, the Trust has some outstanding services and one of the best mortality ratios (a measure of safety) not just in London but in the country.

We took this approach as our assessment is that the Trust is in a very delicate situation. As you know Barts has replaced most of its top management team, its chair and chief executive - leading to a severe leadership crisis. The Trust is having significant difficulty in recruiting high quality staff and further criticism of the already demoralised staff is likely to lead to the Trust losing valued staff who need to be responsible for turning the situation around and improving the quality of care and patient safety. It will also be counterproductive if the local community loses faith in the services. It would make the job of doctors and nurses at the Trust that much harder and potentially alarm people unnecessarily at a vulnerable stage of their lives.

Alwen Williams has been recruited as interim CEO which signals a significant departure from the previous administration. We are also working closely with the Trust Development Authority NHS England and Barts Health NHS Trust on securing improvements in quality of care and patient safety.

This is a very challenging time for the health and social care economy and I am asking all of us to work together to ensure our local services are of good quality and safe for patients.

I am happy to talk this through in more detail and I will be attending the next JOSC meeting

Best wishes,

Sam Everington



Sir Sam Everington
Chair Tower Hamlets CCG

cc: Jane Milligan, Chief Officer, Tower Hamlets CCG
Members of INEL JHOSC
Steve Gilvin, Chief Officer, Newham CCG
Jane Milligan, Chief Officer, Tower Hamlets CCG
Paul Haigh, Chief Officer, City and Hackney CCG
Alwen Williams, Chief Executive Officer, Barts Health NHS Trust
Dr Steve Ryan, Chief Medical Officer, Barts Health NHS Trust
Hayley Marle, Hospital Inspections Directorate, CQC
Somen Banerjee, Director of Public Health