

Julie Lawreniuk  
Acting Chair  
Bradford Teaching Hospitals NHS FT

[richardbarker.neyrd@nhs.net](mailto:richardbarker.neyrd@nhs.net)

31 October 2023

**Sent by email:** [Julie.Lawreniuk@bthft.nhs.uk](mailto:Julie.Lawreniuk@bthft.nhs.uk)

Dear Julie,

### **Next Steps following the internal investigation into issues affecting the Trust**

Thank-you for sharing the above report, and also for the engagement of the Trust in the quality review process being conducted with NHS England, NHS West Yorkshire and the Care Quality Commission. I would like to set out next steps from an NHS England perspective.

As the regulator of Foundation Trusts, we are keen to ensure that BTHFT is successful in delivering high quality services, is financially viable and is well-led. We have reviewed the internal investigation report and have concluded that we do not need to formally intervene in the organisation. We do however want to make some points that we would like to see addressed in this period where you will be developing and delivering the action plan in response to your internal review. In summary we:


- Support the decision of the Council of Governors and Board to appoint an external interim chair to oversee these processes until the substantive chair is appointed;
- Support your desire to proceed immediately to recruit a new substantive Chair
- Require your continued involvement in the Quality Review progress, which is in play, in line with national processes
- Recommend that a "well led" review is conducted by an independent provider that covers in-depth aspects of quality reporting as well as the more traditional areas of leadership capacity and capability, culture, strategy, governance, improvement and innovation, data and information, risk and performance management.
- Request that the ICB Chair and Chief Executive work closely with you on these matters, as local partners and commissioners.

In doing so, we would like you to confirm the Board's formal position that it accepts the findings of the review and will continue to learn lessons through governance and quality reviews. Clearly we are aware of the public statements made by both the FT and the former chair. I hope this letter and the finding of the internal review form the basis of any future statements and actions, so we can move forward to the actions needed to remedy the concerns identified.

We trust that through the actions identified above we can give confidence to our patients and staff and the people of Bradford that our local health services are being effectively led.

Thank-you for your personal support and leadership over what has been a very difficult last few months.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Richard Barker'.

**Richard Barker CBE**  
**Regional Director, North East and Yorkshire**  
**NHS England**

Cc: Rob Webster, Chief Executive, NHS West Yorkshire ICB  
Mel Pickup, Chief Executive Officer, Bradford Teaching Hospitals NHS FT