

Independent Healthcare Commission for North West London

Chronology of correspondence between the Commission and the NHS

Date (all 2015)	From/to
9 February	Michael Mansfield QC to Thirza Sawtell
20 February	Thirza Sawtell to Michael Mansfield QC
3 March	Invitation to Clare Parker
3 March	Invitation to Dr Tim Spicer
3 March	Invitation to Dr Tracey Batten
3 March	Michael Mansfield QC to Thirza Sawtell
4 March	Dr Tracey Batten to Peter Smith
6 March	Invitation to Mark Spencer
10 March	Invitation to Dame Jacqueline Docherty
10 March	Invitation to David McVittie
11 March	Clare Parker to Michael Mansfield QC
11 March	Dame Jacqueline Docherty to Michael Mansfield QC
12 March	Michael Mansfield QC to Clare Parker
13 March	Clare Parker to Michael Mansfield QC
14 March	Michael Mansfield QC to Clare Parker
18 March	Clare Parker to Michael Mansfield QC

Independent Healthcare Commission for North West London

Thirza Sawtell
Director of Strategy and Transformation,
NHS North West London Collaboration of CCGs.
5 Marylebone Road
London
NW1 5JD

9 February 2015

Dear Ms Sawtell

North West London Healthcare Commission – Request for Documents

On 7th January, Mark Spencer and yourself met with our consultants, Sean Boyle and Roger Steer, to discuss the Shaping a Healthier Future programme. I am grateful for your co-operation in meeting with Sean and Roger, who reported back on their initial meetings with key policy makers and planners to the inaugural meeting of the NWL Healthcare Commission on 10 January.

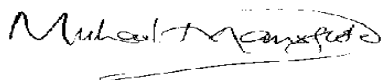
In his report back from your meeting, Sean Boyle informed the Commission that you have agreed to make available to us three key documents to assist with our review of the SaHF programme. These are:

1. Summary of performance of each of the CCG Out of Hospital strategies;
2. The Investment Making Business Case – the integrated business case for all elements of the SaHF programme;
3. The Tri-partite Review of A&E Performance in NW London (by NHS London, Monitor and TDA) – which was in draft form when you met but due to be published end of January.

I would be most grateful if you could forward these documents by email to Peter Smith, Clerk to the Commission, at peter.smith@lbhf.gov.uk and he will distribute to the Commission.

Thank you for your ongoing support for this inquiry.

Yours sincerely



Michael Mansfield QC
Chair, North West London Healthcare Commission



North West London Collaboration of Clinical Commissioning Groups

Strategy and Transformation
15 Marylebone Road
London NW1 5JD

Tel: 0203 350 4726

Email: Thirza.sawtell@nw.london.nhs.uk

DATE 20th February 2015

Dear Mr Mansfield,

RE: North West London Healthcare Commission

I am writing in response to your request for three documents relating to the North West London Shaping a Healthier Future programme. I will address each request in turn.

1. Implementation Business Case (IMBC)

This is currently in a draft form being considered and assured by commissioners and providers and regulators. As such it remains a working document and confidential and therefore not yet available for public distribution. I will make sure to receive a copy as soon as it is available.

2. Out of hospital Strategies

Each Clinical Commissioning Group in NWL is submitting evidence to the enquiry. This will contain a full explanation of the out of hospital programmes, investment and progress to date. Once this evidence has been considered please let me know if there is any further information that would be helpful.

3. Review of A&E closures

This review was commissioned by NHSE, NTDA and Monitor. We have not yet received the finalised review document and the date for its circulation has not yet been determined. Again I will make sure you receive a copy as soon as it is publicly available.

We are submitting a more detailed response to the Commission next week.

Yours sincerely

Thirza Sawtell

Director of Strategy & Transformation Team
Senior Responsible Office, Shaping a Healthier Future

Independent Healthcare Commission for North West London

To: Clare Parker, Accountable Officer, CWHHE CCGs

3 March 2015

Dear Ms Parker

North West London Healthcare Commission – Hearings format and scope of questions

I am writing to you on behalf of the North West London Healthcare Commission. As you know, the Commission has been established to review the impact of the “Shaping a Healthier Future” programme on healthcare provision and services within North West London.

As part of that exercise, as well as taking written submissions from stakeholders and members of the public, the Commission is to hold four hearings, presided over by the Commissioners, at which oral evidence will be given. These hearings will take place at the town halls of the commissioning local authorities.

The Commission is most grateful to you for submitting written evidence and now invites you to attend to give oral evidence at Hammersmith Town Hall on Saturday 14 March. Please contact me on 020 8753 2206 or at peter.smith@lbhf.gov.uk by 9 March 2015 to indicate whether or not you are able to attend.

If you are available to give oral evidence you can expect to be called around 1:30pm and would need to present to the main reception at the Town Hall by 1:15pm. The Town Hall is located on King Street in Hammersmith, W6.

The Commissioners thought it might assist you to have an outline of what to expect on the day.

FORMAT

1. The inquiry will be conducted by the three Commissioners, whose role is similar to that of a judge or judges. The Commissioners hear all the evidence and can ask witnesses any questions they may wish. They also determine how the inquiry is to be conducted.
2. The Commissioners will be assisted by a barrister (counsel to the enquiry) whose job is to assist the Commissioners by ensuring that the relevant evidence is heard.
3. When you arrive at the hearing you should give your details to the usher or member of staff at the door of the hearing room. You may then enter the hearing room. Seats will be reserved for witnesses.
4. At this inquiry, witnesses will be entitled to be in the hearing room to listen to other witnesses giving evidence. The Commissioners consider that this will be helpful both to individual witnesses and to the openness and transparency of the process as a whole.

5. There will be a separate room in which you may wait if you prefer. Light refreshment will be available.
6. When you are called to give your evidence, counsel to the inquiry will ask you to confirm your name and address. If you are an individual without a professional address and you would prefer not to provide your home address, you do not have to. If you are a member of a professional body or other association/group, you will be asked to identify this.
7. Counsel to the inquiry will then ask you to confirm that the written submissions provided by you/on your behalf are true and accurate to the best of your knowledge and understanding and that you wish any documents you have provided to “stand” as your evidence. Counsel to the inquiry may then ask you a number of questions.
8. The Commissioners may then wish to ask you further questions arising out of any of the answers you have given or in respect of other matters they think may assist them.
9. Once you have completed your evidence you may leave or remain at the hearing if you wish.

SCOPE OF QUESTIONS

1. For the avoidance of any doubt, this is *NOT* a court trial. It is an inquiry, the purpose of which is to seek out the best evidence available to enable the Commissioners to reach conclusions that are well founded, accurate and, above all, helpful to the population of the relevant boroughs.
2. You may be asked a range of questions by counsel for the inquiry and the Commissioners; these will mainly be related to information that you have provided in your written submissions. If new information or information on other relevant subjects emerges during the course of your evidence, there may be questions on that subject matter as well.
3. The purpose of the questions is to clarify any unclear issues, to obtain further detail and information and to ensure that your oral evidence is focussed on the issues that are (a) of importance to you and (b) will help the Commission to obtain the best possible information.
4. This is not an adversarial process and, although questions may be searching and you may be asked to comment on matters and views with which you do not agree, you will not be “cross examined”.

REQUIREMENTS/ADJUSTMENTS

1. The Commission recognises that giving evidence at a public hearing is unlikely to be something with which most people are familiar.

2. It is important to the Commission that witnesses are assisted to give the best evidence possible.
3. If you have any specific requirements (such as provision of hearing loops/adjustment to seating facilities etc.) or you require the assistance of an interpreter, please tell us as soon as possible. The Commission will use its best endeavours to make any reasonable adjustments or accommodate any arrangements requested.

On behalf of the Commission, we thank you for taking part in this important process.

Yours sincerely

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

Peter Smith
Clerk to the Commission

Independent Healthcare Commission for North West London

To: Dr Tim Spicer, Chair, Hammersmith and Fulham CCG

3 March 2015

Dear Tim

North West London Healthcare Commission – Hearings format and scope of questions

I am writing to you on behalf of the North West London Healthcare Commission. As you know, the Commission has been established to review the impact of the “Shaping a Healthier Future” programme on healthcare provision and services within North West London.

As part of that exercise, as well as taking written submissions from stakeholders and members of the public, the Commission is to hold four hearings, presided over by the Commissioners, at which oral evidence will be given. These hearings will take place at the town halls of the commissioning local authorities.

The Commission invites you to attend to give oral evidence. Please contact me on 020 8753 2206 or at peter.smith@lbhf.gov.uk by 9 March 2015 to indicate whether or not you are able to attend.

The Commission is most grateful to you for submitting written evidence and if you are available to give oral evidence this will be heard at Hammersmith Town Hall on Saturday 14 March. You would be called to give your evidence sometime between 1:30pm and 2:15pm.

The Commissioners thought it might assist you to have an outline of what to expect on the day.

FORMAT

1. The inquiry will be conducted by the three Commissioners, whose role is similar to that of a judge or judges. The Commissioners hear all the evidence and can ask witnesses any questions they may wish. They also determine how the inquiry is to be conducted.
2. The Commissioners will be assisted by a barrister (counsel to the enquiry) whose job is to assist the Commissioners by ensuring that the relevant evidence is heard.
3. When you arrive at the hearing you should give your details to the usher or member of staff at the door of the hearing room. You may then enter the hearing room. Seats will be reserved for witnesses.
4. At this inquiry, witnesses will be entitled to be in the hearing room to listen to other witnesses giving evidence. The Commissioners consider that this will be helpful both to individual witnesses and to the openness and transparency of the process as a whole.
5. There will be a separate room in which you may wait if you prefer. Light refreshment will be available.

6. When you are called to give your evidence, counsel to the inquiry will ask you to confirm your name and address. If you are an individual without a professional address and you would prefer not to provide your home address, you do not have to. If you are a member of a professional body or other association/group, you will be asked to identify this.
7. Counsel to the inquiry will then ask you to confirm that the written submissions provided by you/on your behalf are true and accurate to the best of your knowledge and understanding and that you wish any documents you have provided to “stand” as your evidence. Counsel to the inquiry may then ask you a number of questions.
8. The Commissioners may then wish to ask you further questions arising out of any of the answers you have given or in respect of other matters they think may assist them.
9. Once you have completed your evidence you may leave or remain at the hearing if you wish.

SCOPE OF QUESTIONS

1. For the avoidance of any doubt, this is *NOT* a court trial. It is an inquiry, the purpose of which is to seek out the best evidence available to enable the Commissioners to reach conclusions that are well founded, accurate and, above all, helpful to the population of the relevant boroughs.
2. You may be asked a range of questions by counsel for the inquiry and the Commissioners; these will mainly be related to information that you have provided in your written submissions. If new information or information on other relevant subjects emerges during the course of your evidence, there may be questions on that subject matter as well.
3. The purpose of the questions is to clarify any unclear issues, to obtain further detail and information and to ensure that your oral evidence is focussed on the issues that are (a) of importance to you and (b) will help the Commission to obtain the best possible information.
4. This is not an adversarial process and, although questions may be searching and you may be asked to comment on matters and views with which you do not agree, you will not be “cross examined”.

REQUIREMENTS/ADJUSTMENTS

1. The Commission recognises that giving evidence at a public hearing is unlikely to be something with which most people are familiar.
2. It is important to the Commission that witnesses are assisted to give the best evidence possible.

3. If you have any specific requirements (such as provision of hearing loops/adjustment to seating facilities etc.) or you require the assistance of an interpreter, please tell us as soon as possible. The Commission will use its best endeavours to make any reasonable adjustments or accommodate any arrangements requested.

On behalf of the Commission, we thank you for taking part in this important process.

Yours sincerely

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

Peter Smith
Clerk to the Commission

Independent Healthcare Commission for North West London

To: Dr Tracey Batten, Chief Executive, Imperial College Healthcare NHS Trust

3 March 2015

Dear Dr Batten

North West London Healthcare Commission – Hearings format and scope of questions

I am writing to you on behalf of the North West London Healthcare Commission. As you know, the Commission has been established to review the impact of the “Shaping a Healthier Future” programme on healthcare provision and services within North West London.

As part of that exercise, as well as taking written submissions from stakeholders and members of the public, the Commission is to hold four hearings, presided over by the Commissioners, at which oral evidence will be given. These hearings will take place at the town halls of the commissioning local authorities.

The Commission invites you to attend to give oral evidence at Hammersmith Town Hall on Saturday 14 March. Please contact me on 020 8753 2206 or at peter.smith@lbhf.gov.uk by 9 March 2015 to indicate whether or not you are able to attend.

The Commission is most grateful to you for submitting written evidence and if you are available to give oral evidence you can expect to be called to give your evidence sometime between 1:45pm and 2:45pm and I would be grateful if you could present to the main reception at the Town Hall by 1:30pm. The Town Hall is located on King Street in Hammersmith, W6.

The Commissioners thought it might assist you to have an outline of what to expect on the day.

FORMAT

1. The inquiry will be conducted by the three Commissioners, whose role is similar to that of a judge or judges. The Commissioners hear all the evidence and can ask witnesses any questions they may wish. They also determine how the inquiry is to be conducted.
2. The Commissioners will be assisted by a barrister (counsel to the enquiry) whose job is to assist the Commissioners by ensuring that the relevant evidence is heard.
3. When you arrive at the hearing you should give your details to the usher or member of staff at the door of the hearing room. You may then enter the hearing room. Seats will be reserved for witnesses.
4. At this inquiry, witnesses will be entitled to be in the hearing room to listen to other witnesses giving evidence. The Commissioners consider that this will be helpful both to individual witnesses and to the openness and transparency of the process as a whole.

5. There will be a separate room in which you may wait if you prefer. Light refreshment will be available.
6. When you are called to give your evidence, counsel to the inquiry will ask you to confirm your name and address. If you are an individual without a professional address and you would prefer not to provide your home address, you do not have to. If you are a member of a professional body or other association/group, you will be asked to identify this.
7. Counsel to the inquiry will then ask you to confirm that the written submissions provided by you/on your behalf are true and accurate to the best of your knowledge and understanding and that you wish any documents you have provided to “stand” as your evidence. Counsel to the inquiry may then ask you a number of questions.
8. The Commissioners may then wish to ask you further questions arising out of any of the answers you have given or in respect of other matters they think may assist them.
9. Once you have completed your evidence you may leave or remain at the hearing if you wish.

SCOPE OF QUESTIONS

1. For the avoidance of any doubt, this is *NOT* a court trial. It is an inquiry, the purpose of which is to seek out the best evidence available to enable the Commissioners to reach conclusions that are well founded, accurate and, above all, helpful to the population of the relevant boroughs.
2. You may be asked a range of questions by counsel for the inquiry and the Commissioners; these will mainly be related to information that you have provided in your written submissions. If new information or information on other relevant subjects emerges during the course of your evidence, there may be questions on that subject matter as well.
3. The purpose of the questions is to clarify any unclear issues, to obtain further detail and information and to ensure that your oral evidence is focussed on the issues that are (a) of importance to you and (b) will help the Commission to obtain the best possible information.
4. This is not an adversarial process and, although questions may be searching and you may be asked to comment on matters and views with which you do not agree, you will not be “cross examined”.

REQUIREMENTS/ADJUSTMENTS

1. The Commission recognises that giving evidence at a public hearing is unlikely to be something with which most people are familiar.

2. It is important to the Commission that witnesses are assisted to give the best evidence possible.
3. If you have any specific requirements (such as provision of hearing loops/adjustment to seating facilities etc.) or you require the assistance of an interpreter, please tell us as soon as possible. The Commission will use its best endeavours to make any reasonable adjustments or accommodate any arrangements requested.

On behalf of the Commission, we thank you for taking part in this important process.

Yours sincerely

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

Peter Smith
Clerk to the Commission

Independent Healthcare Commission for North West London

Thirza Sawtell
Director of Strategy and Transformation,
NHS North West London Collaboration of CCGs.
15 Marylebone Road
London
NW1 5JD

3 March 2015

Dear Ms Sawtell

North West London Healthcare Commission – Request for Documents

Thank you for your response to my letter of 5 February seeking access to documents that you had previously offered to our consultants. I am very concerned that you are unable to provide these. The failure to provide documents is not only contrary to the offer, but there is no satisfactory explanation for this failure. More importantly there is a clear inference from your response that Government policy has been and is being implemented on a basis that has not been finalised or fully formulated. At this distance of time from the launch of the plan how is it that so much is still only in draft form and unavailable?

We have now received the written submissions from the CCGs and these do include summaries of the progress of their Out of Hospital strategies but these are not satisfactory for our purposes, in that they fail to outline how their plans for the development of OoH services will impact on the business case for the strategies or be held accountable, e.g. they say they are planning on a 3.5% cut in non-elective activity for 2015/16 against the 2014/15 baseline but how does that match against the 2011/12 baseline in the original PCBC or DMBC and what are the implications of any discrepancy? Our consultants were promised a clear statement of the progress planned and achieved to date of the success of OoH strategies and what we have seen from the CCG submissions is not that.

I would like to know when you will be able to provide the Commission with copies of the Investment Making Business Case (IMBC) and the Tri-partite review of A&E performance in North West London as these will be key to our review.

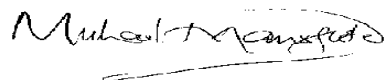
When will the IMBC be published? Will we get sight of a final draft if this is not imminent? If not, why not?

The review of A&E closures was in draft form when you met with our consultants in January and due to be published at the end of that month. What has delayed the publication of this review and when do you now expect it to be published? Again, if this is not imminent can we have sight of a final draft? If not, why not?

We would now also like to see the minutes of all meetings of the Patient and Public Representative Group. I would be grateful if you could forward these documents by email to Peter Smith, Clerk to the Commission, at peter.smith@lbhf.gov.uk.

I look forward to hearing from you.

Yours sincerely

A handwritten signature in black ink, appearing to read "Michael Mansfield", with a horizontal line underneath it.

Michael Mansfield QC
Chair, North West London Healthcare Commission

Chief executive: Dr Tracey Batten

The Office of the Chief Executive

The Bays Building

South Wharf Road

London

W2 1NY

0203 312 5897

tracey.batten@imperial.nhs.uk

www.imperial.nhs.uk

4th March 2015

Mr Peter Smith
Head of Policy and Strategy
Communications and Policy Division
Finance and Corporate Services Department
London Borough of Hammersmith & Fulham
Town Hall
King Street
London W6 9JU

Dear Mr Smith

Thank you for your recent email regarding the public hearing sessions being held by the Commission of Inquiry into the Reconfiguration of Acute Care Services in North West London.

Unfortunately, I am unavailable to attend, as is our deputy chief executive Steve McManus who has also been invited.

I would draw the attention of the commission members to the comprehensive submission to the commission provided by the Trust. I hope it was also useful for the commission researchers to have met with Trust executive directors in January this year.

It would be helpful if you could ensure the commission members are aware that the Trust has met regularly with elected representatives and interest groups from the London Borough of Hammersmith & Fulham following the publication of our clinical strategy in July 2014.

As you know, members of the Trust executive management team and senior clinicians have also been regular attenders of Hammersmith & Fulham Council's Health, Adult Social Care and Social Inclusion Policy and Accountability Committee – at public meetings held in July and October 2014 and in January and February this year - where we presented and answered questions on various aspects of our clinical strategy and operational performance.

I look forward to hearing more about the Commission's work in due course.

Yours sincerely



Dr Tracey Batten
Chief Executive

Independent Healthcare Commission for North West London

To: Mark Spenser, Medical Director, CWHHE CCGs

6 March 2015

Dear Mr Spenser

North West London Healthcare Commission – Hearings format and scope of questions

I am writing to you on behalf of the North West London Healthcare Commission. As you know, the Commission has been established to review the impact of the “Shaping a Healthier Future” programme on healthcare provision and services within North West London.

As part of that exercise, as well as taking written submissions from stakeholders and members of the public, the Commission is to hold four hearings, presided over by the Commissioners, at which oral evidence will be given. These hearings will take place at the town halls of the commissioning local authorities.

The Commission is most grateful to you for submitting written evidence and now invites you to attend to give oral evidence at Ealing Town Hall on Saturday 21 March. Please contact me on 020 8753 2206 or at peter.smith@lbhf.gov.uk by 9 March 2015 to indicate whether or not you are able to attend.

If you are available to give oral evidence you can expect to be called around 1:30pm and would need to present to the main reception at the Town Hall by 1:15pm. If this timing is inconvenient then please let me know and we will rejig the schedule to suit your diary.

The Commissioners thought it might assist you to have an outline of what to expect on the day.

FORMAT

1. The inquiry will be conducted by the three Commissioners, whose role is similar to that of a judge or judges. The Commissioners hear all the evidence and can ask witnesses any questions they may wish. They also determine how the inquiry is to be conducted.
2. The Commissioners will be assisted by a barrister (counsel to the enquiry) whose job is to assist the Commissioners by ensuring that the relevant evidence is heard.
3. When you arrive at the hearing you should give your details to the usher or member of staff at the door of the hearing room. You may then enter the hearing room. Seats will be reserved for witnesses.
4. At this inquiry, witnesses will be entitled to be in the hearing room to listen to other witnesses giving evidence. The Commissioners consider that this will be helpful both to individual witnesses and to the openness and transparency of the process as a whole.

5. There will be a separate room in which you may wait if you prefer. Light refreshment will be available.
6. When you are called to give your evidence, counsel to the inquiry will ask you to confirm your name and address. If you are an individual without a professional address and you would prefer not to provide your home address, you do not have to. If you are a member of a professional body or other association/group, you will be asked to identify this.
7. Counsel to the inquiry will then ask you to confirm that the written submissions provided by you/on your behalf are true and accurate to the best of your knowledge and understanding and that you wish any documents you have provided to “stand” as your evidence. Counsel to the inquiry may then ask you a number of questions.
8. The Commissioners may then wish to ask you further questions arising out of any of the answers you have given or in respect of other matters they think may assist them.
9. Once you have completed your evidence you may leave or remain at the hearing if you wish.

SCOPE OF QUESTIONS

1. For the avoidance of any doubt, this is *NOT* a court trial. It is an inquiry, the purpose of which is to seek out the best evidence available to enable the Commissioners to reach conclusions that are well founded, accurate and, above all, helpful to the population of the relevant boroughs.
2. You may be asked a range of questions by counsel for the inquiry and the Commissioners; these will mainly be related to information that you have provided in your written submissions. If new information or information on other relevant subjects emerges during the course of your evidence, there may be questions on that subject matter as well.
3. The purpose of the questions is to clarify any unclear issues, to obtain further detail and information and to ensure that your oral evidence is focussed on the issues that are (a) of importance to you and (b) will help the Commission to obtain the best possible information.
4. This is not an adversarial process and, although questions may be searching and you may be asked to comment on matters and views with which you do not agree, you will not be “cross examined”.

REQUIREMENTS/ADJUSTMENTS

1. The Commission recognises that giving evidence at a public hearing is unlikely to be something with which most people are familiar.

2. It is important to the Commission that witnesses are assisted to give the best evidence possible.
3. If you have any specific requirements (such as provision of hearing loops/adjustment to seating facilities etc.) or you require the assistance of an interpreter, please tell us as soon as possible. The Commission will use its best endeavours to make any reasonable adjustments or accommodate any arrangements requested.

On behalf of the Commission, I thank you for taking part in this important process.

Yours sincerely

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

Peter Smith
Clerk to the Commission

Independent Healthcare Commission for North West London

Jacqueline Docherty DBE
Chief Executive
West Middlesex University Hospital NHS Trust
Twickenham Road
Isleworth
Middlesex
TW7 6AF

By email

10 March 2015

Dear Dame Jacqueline

North West London Healthcare Commission – Call for Evidence

Two years into implementation of “Shaping a Healthier Future”, Brent, Ealing, Hammersmith & Fulham and Hounslow Councils are keen to review its implementation; in particular, the impact of reductions to acute provision on the North West London population, the extent of progress with investment in capacity and capability of community and out-of-hospital services to meet local needs, and the extent to which demand for acute services has changed as a result of those investments.

The North West London Healthcare Commission was launched on 1 December 2014 by the four councils to review the impact of the changes to the North West London health economy, arising from the implementation of “Shaping a Healthier Future”, and to assess the likely impact of planned future changes. I have been appointed to chair the Commission and my fellow Commissioners are Dr John Lister and Dr Stephen Hirst. We have issued an open call for written evidence and have just been directed to you.

In order to assist us in the task of reviewing the implemented and planned changes, I invite you to submit written evidence that may assist the Commission in its consideration of the impact of these changes on patient care in the area. Any such written evidence should be submitted by **Friday 20 March 2015** to Peter Smith, Clerk to the Commission, at Hammersmith & Fulham Council. Submissions should be addressed to him at Room 39, Hammersmith Town Hall, London W6 9JU or sent by email to peter.smith@lbhf.gov.uk.

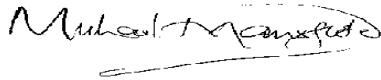
As well as taking written submissions from stakeholders and members of the public, the Commission is to hold four hearings, presided over by the Commissioners, at which oral evidence will be given. These hearings will take place at the town halls of the sponsoring local authorities.

The Commission invites you to attend on behalf of the Trust to give oral evidence at the Hounslow hearing on 28 March. Please contact Peter Smith on 020 8753 2206 to indicate whether or not you are able to attend.

If you wish to give oral evidence but are not in a position to provide a written submission by the deadline, you will be contacted by the Commissioners' team in advance of the relevant hearing date and asked to conduct a telephone session in which your views and the information you wish to provide will be ascertained. That information will then be written up into a statement which will be sent to you to approve. This can be done either by post or email. The purpose of the statement is to enable the Commissioners to give consideration to your views and concerns before you give your evidence.

I look forward to reading any submission you may wish to make and hopefully to welcoming you to one of the oral evidence hearings.

Yours sincerely

A handwritten signature in black ink, appearing to read "Michael Mansfield", with a horizontal line underneath it.

Michael Mansfield QC
Chair, North West London Healthcare Commission

Independent Healthcare Commission for North West London

David McVittie
Chief Executive
London North West Healthcare NHS Trust
Northwick Park Hospital
Watford Road
Harrow, HA1 3UJ

By email

10 March 2015

Dear Mr McVittie

North West London Healthcare Commission – Call for Evidence

Two years into implementation of “Shaping a Healthier Future”, Brent, Ealing, Hammersmith & Fulham and Hounslow Councils are keen to review its implementation; in particular, the impact of reductions to acute provision on the North West London population, the extent of progress with investment in capacity and capability of community and out-of-hospital services to meet local needs, and the extent to which demand for acute services has changed as a result of those investments.

The North West London Healthcare Commission was launched on 1 December 2014 by the four councils to review the impact of the changes to the North West London health economy, arising from the implementation of “Shaping a Healthier Future”, and to assess the likely impact of planned future changes. I have been appointed to chair the Commission and my fellow Commissioners are Dr John Lister and Dr Stephen Hirst. We have issued an open call for written evidence and have just been directed to you.

In order to assist us in the task of reviewing the implemented and planned changes, I invite you to submit written evidence that may assist the Commission in its consideration of the impact of these changes on patient care in the area. Any such written evidence should be submitted by **Friday 20 March 2015** to Peter Smith, Clerk to the Commission, at Hammersmith & Fulham Council. Submissions should be addressed to him at Room 39, Hammersmith Town Hall, London W6 9JU or sent by email to peter.smith@lbhf.gov.uk.

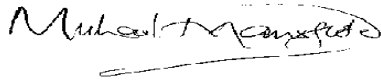
As well as taking written submissions from stakeholders and members of the public, the Commission is to hold four hearings, presided over by the Commissioners, at which oral evidence will be given. These hearings will take place at the town halls of the sponsoring local authorities.

The Commission invites you to attend on behalf of the Trust to give oral evidence at the Hounslow hearing on 28 March. Please contact Peter Smith on 020 8753 2206 to indicate whether or not you are able to attend.

If you wish to give oral evidence but are not in a position to provide a written submission by the deadline, you will be contacted by the Commissioners' team in advance of the relevant hearing date and asked to conduct a telephone session in which your views and the information you wish to provide will be ascertained. That information will then be written up into a statement which will be sent to you to approve. This can be done either by post or email. The purpose of the statement is to enable the Commissioners to give consideration to your views and concerns before you give your evidence.

I look forward to reading any submission you may wish to make and hopefully to welcoming you to one of the oral evidence hearings.

Yours sincerely

A handwritten signature in black ink, appearing to read "Michael Mansfield", with a horizontal line underneath it.

Michael Mansfield QC
Chair, North West London Healthcare Commission



**North West London Collaboration of
Clinical Commissioning Groups**

15 Marylebone Road
London NW1 5JD

By Email

Mr Mansfield QC
c/o Peter Smith
Room 39
Hammersmith Town Hall
London
W6 9JU

11th March 2015

Dear Mr Mansfield

I am replying to your letter of 3 March 2015 to my colleague Thirza Sawtell and on behalf of all the Chairs and Chief Officers of NHS organisations in North West London.

I should begin by saying that we are all keen to co-operate with your healthcare commission and to provide you with as much information as we can. We wish to approach this matter in a spirit of openness and transparency and we hope you do too.

Your letter raises questions around three particular issues and makes a new request for some additional documents.

Specifically you raise the issue of the Investment [sic] Making Business Case (IMBC). We think you are referring to the Implementation Business Case (ImBC). You may be aware that this is simply one stage in the normal process of developing and implementing service changes within the health system. The ImBC is not currently completed and has not, therefore, been approved by the CCGs. In addition we have promised the Overview and Scrutiny Committees in the affected boroughs that we will make it available to them first, as soon as it is approved.

You also raise the matter of the Tri-partite review of A&E performance in North West London which was commissioned by NHS England, the NHS Trust Development Authority and Monitor. I am afraid it is not within the power of the North West London CCGs or local NHS Trusts to provide this document or any information about it. We would recommend that you approach NHS England about this document.

Furthermore, you raise the question of the CCGs' out-of-hospital strategies. I am grateful to you for acknowledging that the written submissions from the CCGs include information about their out-of-hospital strategies. However, you go on to say the information provided is not satisfactory for your purposes and you ask for "a clear statement of the progress planned and achieved to date". I will ensure that we prepare a statement that gives you more detail.

Finally, you ask for the minutes of the Shaping a Healthier Future Patient and Public Representative Group. We will certainly make these minutes available to you.

In the interests of openness, transparency and clarity for our local communities we believe it would be sensible and appropriate for us to agree with you the next steps as you proceed with your commission. We particularly feel it would be helpful for us to provide you with a single line of communication to NHS organisations in order that there is no confusion over which further documents you may require and who would be the most appropriate NHS representatives to provide you with these documents and/or to provide you with oral evidence.

I therefore propose the following course of action:

1. That you provide us with a copy of all the evidence the commission has received and any other documents upon which you are proposing to rely. We assume this will include documents such as the paper entitled "Briefing for North West London Commission on Shaping a Healthier Future" dated 5 January 2015 and written by Seán Boyle and Roger Steer. By providing this evidence pack you will enable NHS representatives to review the evidence and then address any questions or underlying assumptions when we give oral evidence.
2. That you give us a full and final list of any further documents you may require in order to avoid confusion and to allow us to do our best to provide you with them.
3. We will then ensure that the appropriate NHS representatives make themselves available to give you oral evidence once we have had an opportunity to review the written evidence you have received along with any other documents you are relying upon.

We think it is unlikely that items 1 and 2 above will be completed before the end of this month (March 2015) and we therefore propose that oral evidence from NHS representatives should be scheduled for the session fixed in early May. If that is not convenient for you we would be content to agree another date soon thereafter.

I hope this successfully addresses the matters raised in your letter and provides us all with a sensible and effective way forward. I hope, in particular, that by offering myself as the conduit for any future enquiries you may have with NHS organisations in North West London we will be able to streamline our communications and move forward rapidly.

I can confirm that this approach is endorsed by all NHS organisations in North West London and for the purposes of clarity that no NHS organisation or representative will expect to provide you with oral evidence before your hearing in May 2015.

Yours sincerely



Clare Parker

On behalf of the Chairs & Chief Executives of NWL Clinical Commissioning Groups

11 March, 2015

020 8321 5604

E MAIL

Jacqueline.docherty@wmuh.nns.uk

Michael Mansfield QC
Chair
North West London Healthcare Commission

Dear Mr Mansfield

Thank you for your letter dated 10th March 2015, reference 'North West London Healthcare Commission - Call for Evidence'.

You should have now received a letter from Clare Parker, Accountable Officer for CWHHE clarifying the arrangements which are being put in place to ensure timely response and the correct evidence is submitted to you. For the purposes of clarification, we do not have any written evidence which we would wish to submit at this time.

Thank you also for the invitation to give oral evidence on 28th March. I am on annual leave on this date and therefore shall not be attending this event, nor will I be providing a written submission.

Yours sincerely,



Jacqueline Docherty DBE
Chief Executive



Chairman • Tom Hayhoe Chief Executive • Jacqueline Docherty

Twickenham Road, Isleworth, Middlesex, TW7 6AF

Telephone Switchboard 020 8560 2121



Independent Healthcare Commission for North West London

Clare Parker, Chief Officer
North West London Collaboration of CCGs
15 Marylebone Road
London
NW1 5JD

12 March 2015

Dear Ms Parker

North West London Healthcare Commission – Oral Evidence Hearings

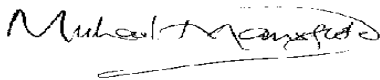
Thank you for your letter of yesterday, which the Commission discussed at its meeting last night. In order to ensure that we hear oral evidence from key NHS witnesses at the earliest opportunity, we have agreed to provide you with the full extent of written evidence submitted to us, as well as the consultants' briefing paper presented to our first meeting, and provide you with a final list of the documentation that we require as quickly as this coming Monday (16th March).

Can you please confirm that, if we can provide you with this material by 5pm on Monday 16 March, you will be able to ensure that appropriate NHS representatives are made available to give oral evidence at either Ealing Town Hall on Saturday 21st March or at Hounslow Civic Centre on Saturday 28th March? If you can provide me with a positive response by Saturday then I will ensure that you receive the documentation by end of Monday.

We should have made clearer our expectation that the Commission would hold scrutiny powers relating to its terms of reference.

I look forward to hearing from you.

Yours sincerely



Michael Mansfield QC
Chair, North West London Healthcare Commission



**North West London Collaboration of
Clinical Commissioning Groups**

15 Marylebone Road
London NW1 5JD

By Email

Mr Mansfield QC
c/o Peter Smith
Room 39
Hammersmith Town Hall
London
W6 9JU

13th March 2015

Dear Mr Mansfield

Thank you for your letter of 12 March in which you say you will provide the NHS with “the full extent of written evidence” submitted to you along with “the consultants’ briefing paper presented to our first meeting”. It is not clear from your letter, however, whether you may be receiving further written evidence as your commission proceeds and/or whether you may be relying upon documents other than the consultants’ briefing note.

Like the Commission, the Programme team is committed to ensuring that your work is conducted in a completely fair way and that it reaches conclusions on a properly informed basis. You will understand, therefore, that if NHS witnesses are to be questioned it is sensible and appropriate that they should have had an adequate opportunity to review any/all of the documents they may be questioned on. It is, we believe, in the wider interests of your inquiry, as well as those of the witnesses, that they have access, prior to questioning, to all the evidence/documentation on which the Commission proposes to rely. Could you please, therefore, confirm that the documents you propose to make available to us represent the full extent of the evidence and other material upon which your commission will rely?

Once we have been able to review the totality of the material you are making available to us we will make further suggestions as to when NHS witnesses might appropriately give oral evidence.

I also note your comment concerning your expectation that the commission “would hold scrutiny powers relating to its terms of reference”. I am not aware of any reference to scrutiny powers in the terms of reference document that you have made available to us so could you clarify the nature and scope of any scrutiny powers available to your commission?

Yours sincerely,

Clare Parker

On behalf of the Chairs & Chief Executives of NWL Clinical Commissioning Groups

Independent Healthcare Commission for North West London

Clare Parker, Chief Officer
North West London Collaboration of CCGs
15 Marylebone Road
London
NW1 5JD

14 March 2015

Dear Ms Parker

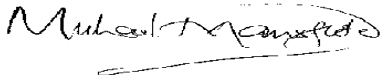
North West London Healthcare Commission – Oral Evidence Hearings

Thank you for your letter of 13 March. We have completed the first informative and very successful hearing today at Hammersmith Town Hall. The next one is next Saturday at Ealing Town Hall. We wish to reissue the invitation for your representations at these hearings.

Your present position is entirely unacceptable and unprecedented. No participant in any inquiry of any kind refuses to participate because they do not have all the documentation. May we remind you that you have all the documentation in any event.

Do you intend to attend these hearings or not? We would appreciate a reply by noon on Wednesday.

Yours sincerely



Michael Mansfield QC
Chair, North West London Healthcare Commission



**North West London Collaboration of
Clinical Commissioning Groups**

15 Marylebone Road
London NW1 5JD

By Email

Mr Mansfield QC
c/o Peter Smith
Room 39
Hammersmith Town Hall
London
W6 9JU

18 March 2015

Dear Mr Mansfield

Thank you for your letter of 14 March. I am pleased that the Commission's first oral evidence session went well.

I am surprised you think our position "entirely unacceptable and unprecedented" because it remains exactly as it was when I wrote to you on 11 March, namely that NHS witnesses are willing to offer oral evidence to your commission once they have had an opportunity to review the written evidence and any other documents upon which your commission proposes to rely.

Following my letter of 11 March you wrote to me to say that you "agreed to provide [me] with the full extent of written evidence submitted to us, as well as the consultants' briefing paper presented to our first meeting." The implication of your reply is that you acknowledge the importance of witnesses being properly and appropriately informed and prepared before they provide oral evidence.

To be clear, I simply want to ensure that when NHS witnesses give oral evidence they do so on a fully-informed basis, having seen, and had time to digest and consider, all the evidence about which they might be questioned. It seems to me that there is nothing unacceptable or unprecedented in that. In fact, any other approach would be unacceptable, as it would fly in the face of the normal principles of natural justice and fairness that I know you will be as eager as I am to uphold: and, of course, allowing witnesses to know the case on which they will be asked to comment is essential if the Commission is to receive the best possible evidence from them.

I am also somewhat confused by your offer to provide us with the "full extent of written evidence" submitted to you (your letter of 12 March) and your assertion that we "have all the documentation in any event" (your letter of 14 March). What about written evidence submitted by non-NHS organisations?

Perhaps it would be helpful if I clarified our position once again.

1. NHS organisations in North West London are keen to co-operate with your healthcare commission and to answer any questions you may have.

2. We would be grateful if you could provide us with all the evidence the commission has received and any other documents upon which you are proposing to rely. We will then ensure that the appropriate NHS representatives make themselves available to give you oral evidence once we have had an opportunity to review the written evidence you have received along with any other documents you are relying upon.
3. We think it is unlikely that this can be completed before the end of this month (March 2015) and we therefore propose that oral evidence from NHS representatives should be scheduled for the session fixed in early May. If that is not convenient for you we would be content to agree another date soon thereafter.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Clare Parker', written in a cursive style.

Clare Parker
On behalf of the Chairs & Chief Executives of NWL Clinical Commissioning Groups