

27 July 2022

Steve Williamson  
Chief Executive  
RCHT

&

Mairi Mclean  
Chairwoman  
RCHT

Dear Steve and Mairi

## Delayed Discharges – risk and opportunity

As you know, we received your letter on 8 July 2022 and discussed it at our ICB Meeting on 14 July 2022. The minutes will reflect the discussion we had and the significant work taking place across Cornwall to address high levels of demand on the urgent and emergency care pathway in Cornwall and in particular, our high level of ambulance holds. As you will both be aware, our entire ICB is determined to make the difference we need to, to keep our people safe.

With best wishes.

Yours sincerely



**Kate Shields**  
Chief Executive



**John Govett**  
Chair

Copied to: Debbie Richards, Chief Executive, CFT  
Will Warrender, Chief Executive, SWAST  
Kate Kennally, Chief Executive, Cornwall Council  
Paul Masters, Chief Executive, Isles of Scilly Council