**Q14 Is it a contractual thing between a hospital and the Trust to help with booking in patients?**

No contractual thing at all about us booking patients in. We need to have a handover and the hospital need to accept the handover within 15 minutes of arrival, that’s the standard. I think what you’ve highlighted is an interesting conversation that we have had around what has become custom and practice.

So, the simple answer is no. We are having a number of conversations about this, and I guess ECPR rollout is allowing us to have a conversation with acute hospitals over the process, and we have seen some processes which involve us moving the paper around the department but that is not for us to do. There’s more work to do, but absolutely something we’ve clocked, and the conversations are being had with colleagues and partners to rebalance our current position in some areas.