

Quality Accounts

2019 to 2020





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2. Values



INTEGRITY



COMPASSION



RESPECT



PROFESSIONALISM



PATIENT FOCUS



INNOVATION



**WORKING IN
PARTNERSHIP**

To provide a reliable, caring service that puts people at the heart of everything we do.

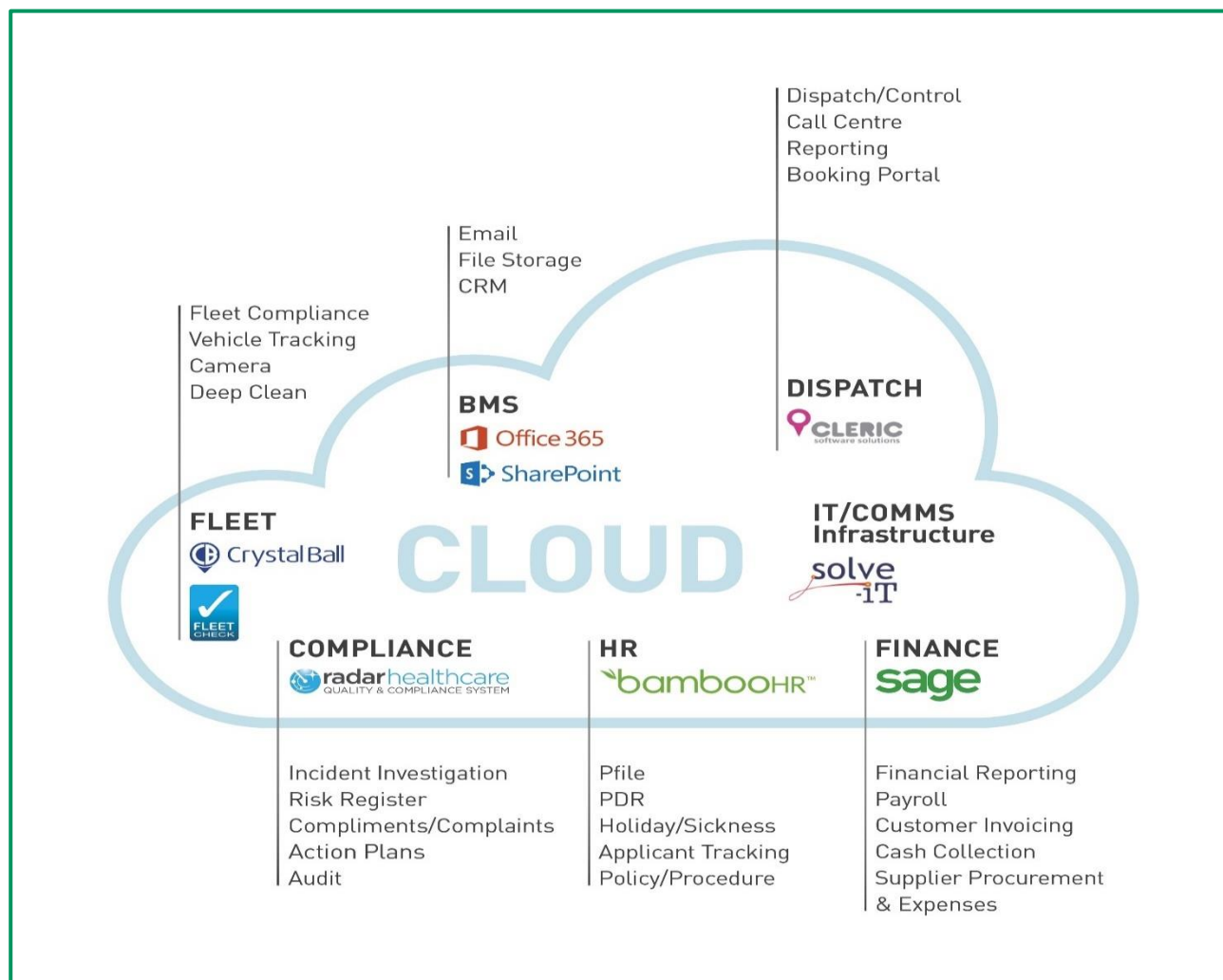
3. Introduction & Purpose

3.1 This Quality Account is ERS Medical's annual report to the public and other stakeholders about the quality of the services we provide across our 5 registered CQC locations:

- ERS Medical North-East
- ERS Medical North
- ERS Medical Midlands
- ERS Medical East
- ERS Medical South

3.2 It presents our achievements in terms of service delivery, clinical excellence, effectiveness, safety and patient experience and demonstrates that our managers, clinicians and staff are all committed to providing continuous, evidence based, quality transport and care to our service users.

3.3 It will also show that we regularly scrutinise every aspect of the service we provide with a view to continual improvement. It will give a balanced view of what we are good at and what we need to improve on.



Some of the IT solutions and support systems which ERS Medical has used in the publication of this quality account.

4. Statements from the MD & Head of Care Standards

Managing Director



I am very pleased to present our Quality Account for 2019/20 on behalf of the Board of ERS Transition Limited (trading as ERS Medical). This will be our second Quality Account since the acquisition of ERS Medical in 2017 and I am excited to see the developments and improvements we are making across our services.

In 2019 we have built upon the success we had in turning around services in 2018 and continue to provide a positive benefit for the patients we transport. We continue to look at what we do and see what further work is necessary to make sure our services are safe, effective, caring, responsive and well led for those people who need our services and as such have set ourselves further improvement priorities for the coming year.

In 2020 we outlined our 'Performance with Purpose' strategy that builds on a strong Quality foundation and sets out our plan to be a truly mission driven organisation. We continue to be committed to working in partnership with our local stakeholders and commissioners and forge strong partnerships to ensure our local communities receive the transport they need in a timely, efficient, and cost-effective way. During the course of the year we have invested in quality; we have continued to improve our compliance management systems, embedded our training prospectus and our company purpose, vision and values that underpin our aim to provide a reliable, caring service that puts people at the heart of everything we do.

I am writing this in the midst of the COVID-19 pandemic that has brought unprecedented change to the sector. It has been a challenging time but I am pleased to say that so far the management systems, leadership model and quality oversight, built and tested over the last 2 years, have allowed ERS Medical to react extremely well; keeping our patients and staff safe, and our performance high.

To the best of my knowledge, the information contained in this Quality Account is accurate and a fair representation of the quality of healthcare services provided by ERS Medical.

A handwritten signature in black ink, consisting of a stylized 'A' followed by a series of loops and a final horizontal stroke.

Andrew Pooley – Managing Director

Head of Care Standards

Accuracy Statement



In the preparation of our Quality Account, the Head of Care Standards has ensured that:

- The company governance, compliance and performance information reported within the Quality Account is both accurate and reliable.
- The Quality Account draws information from several ERS Medical support systems & key personnel:
 - Radar Healthcare;
 - Bamboo HR;
 - Crystal Ball;
 - SAGE;
 - Fleetcheck;
 - ERS Medical Managing Director;
 - ERS Medical Head of Operations;
 - ERS Medical Head of Human Resources & Training;
 - ERS Medical Senior Operations Manager.
- All information contained within the Quality Account has been checked and verified by both the Head of Care Standards and the relevant Director or Head of Department, prior to publication.
- The Quality Account has been written and prepared in accordance with the Department of Health guidance.

The Head of Care Standards confirms that to the best of his knowledge and belief that he has complied with these requirements in preparing the Quality Account. This has been confirmed by review and authorisation from the Senior Leadership Team.

A handwritten signature in black ink, appearing to read 'S. Smith'.

Simon Smith – Head of Care Standards

5. Welcome to ERS Medical

Our Services

5.1 ERS Medical provides a range of specialist patient transport and courier services to the NHS. Our patient transport services include:

- Non-Emergency Patient Transfers;
- High Dependency Transfers;
- Specialist transport for those with mental illness;
- Repatriation services;
- GP Out of Hours Service;
- Healthcare courier service providing same or next day transportation for specimens or healthcare notes.

5.2 ERS Medical operates its services from 5 individually registered CQC locations:

- ERS Medical North-East;
- ERS Medical North;
- ERS Medical East;
- ERS Medical South;
- ERS Medical Midlands

- **19 Operational Sites across 5 Regions**
- **444 Operational Vehicles**
- **1 National Contact Centre of Operations**
- **2 Regional Control Rooms**
- **543,009 Journeys completed**
- **918 Staff**



All data correct as of 01/07/2020

6. Human Factors

- 6.1 When compiling this report, we have reviewed our compliance systems to review human factors which will have a direct impact on our ability to deliver our services, in a safe and effective manner.
- 6.2 ERS Medical has reviewed all its available data on the quality of the services it provides to the NHS and private contractors of its services.

[previous year's figures will be given in brackets]

Human Resources & Training	
Staff Turnover – rolling 12 months per month	(3.8%) 2.1%
Sickness Rates – 12 months %	(11.6%) 3.68%
Lost Time – inclusive of annual leave, study leave and sickness (days)	(11854) 20909
Mandatory Training % Compliance (aligned to ERS Medical's Training Prospectus) *	(98%) 98%
Number of Significant Staff Injuries	(3) 0

* Allows for variations due to staff absences such as leave, short- and long-term sickness.

Patient / Service User Factors	
Received Complaints (2019/20) (all sites and all activity)	(358) 279
Complaint Ratio (12-month Period) -	(0.10%) 0.05%
NEPTS / HDU / Mental Health Complaints	(347) 263
Mail and Courier Complaints	(11) 16
Patient Satisfaction Score (FFT extremely Likely to recommend)	(86.21%) 84.88%
Patient Satisfaction Score (FFT Likely to recommend)	(8.59%) 8.38%
Patient Satisfaction Score (FFT neither likely or unlikely)	(2.53%) 2.52%
Patient Satisfaction Score (FFT unlikely to recommend)	(0.83%) 0.39%
Patient Satisfaction Score (FFT extremely unlikely to recommend)	(1.85%) 3.83%
Significant Clinical Incidents	(0) 0

* All Patient Experience Surveys were suspended in March 2020 due to the global Coronavirus (COVID-19) pandemic.

7. Patient Safety Incidents



- 7.1 All reporting of all patient safety incidents within ERS Medical is done using our Radar Healthcare Quality and Compliance System.
- 7.2 Incidents are called through to our Contact Centre of Operations (CCO) in Leeds, which is staffed 24/7 by well trained and dedicated CCO agents. They then raise a new 'Event' on the 'Radar Healthcare' system, under the following categories:
- Health & Safety;
 - Care Quality;
 - Transport;
 - Operations and HR;
 - Environmental;
 - Business Continuity and EPRR;
 - Information Governance;
 - Safeguarding;
 - Prevent;
 - Complaint;
 - Concern;
 - Compliment;
 - Running Call;
 - Mental Health.
- 7.3 Once an incident has been raised the Radar Healthcare system automatically sends a notification email to the relevant Operations Manager, CQC Registered Manager, Head of Care Standards and relevant subject matter expert (SME) of the Care Standards Team.
- 7.4 The incident is then broken down into 5 clear and distinct workflow steps:
- **Initial Investigation** – This is completed by the site Operations Manager and the main function of this stage of the investigation is fact finding, identification of an initial cause and to make recommendations to prevent any re-occurrence.
 - **Initial Compliance Investigation** – This stage is completed by the relevant SME from the Care Standards Team. Its primary function is to ascertain if the incident is notifiable to a Trust, CCG (STEIS), HSE, EA or CQC. It also makes an early determination if the incident should be categorised as a SUI within the NHS National Framework.
 - **Technical Review** – This stage is also conducted by the relevant SME from the Care Standards Team and looks to identify the root cause(s), contributory factors, identify and share lessons learnt and make recommendations for further action. It also determines if a review is required of either the relevant Risk Assessment and or associated policy or procedure.
 - **Action Plan** – This stage is completed by the relevant Care Standards SME and puts in place an Action Plan to track any identified remedial actions required to minimise the likelihood of any re-occurrence.
 - **Risk Score** – This section scores the incident using our predetermined matrix as either low risk, moderate risk, high risk or extreme risk.

Serious Untoward Incidents – SUI's

7.5 Serious incidents reportable under the NHS SUI Framework.

	June 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20
North-East	0	0	0	0	0	0	0	0	0	0	0	0
North	0	0	0	0	0	0	0	0	0	0	0	0
East	0	0	0	2	0	0	0	0	0	0	0	0
South	0	0	0	0	0	0	0	0	0	0	0	0
Midlands	Service Not Active						0	0	0	0	0	0

Safety Incidents – Extreme Risk (excluding safeguarding events)

	June 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20
North-East	0	0	0	0	0	0	0	0	0	0	2	0
North	0	0	0	0	0	0	1	0	0	2	0	2
East	0	0	0	0	0	0	0	0	1	1	0	2
South	0	0	0	0	0	0	0	0	0	0	0	1
Midlands	Service Not Active						0	0	1	1	0	0

Safety Incidents – High Risk (excluding safeguarding events)

	June 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20
North-East	4	3	2	2	2	2	1	1	3	2	2	2
North	1	0	2	3	6	9	4	3	6	5	6	3
East	0	4	3	0	6	5	2	1	3	6	3	4
South	0	0	0	0	1	2	2	4	2	0	1	0
Midlands	Service Not Active						6	4	5	5	7	5

Safety Incidents – Moderate Risk (excluding safeguarding events)

	June 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20
North-East	6	6	0	3	4	3	2	4	5	4	2	4
North	16	11	7	9	6	10	5	10	3	8	6	8
East	21	25	12	13	21	17	8	23	18	13	5	12
South	3	7	1	2	11	14	7	10	10	6	1	1
Midlands	Service Not Active						26	17	23	21	5	5

8. Audits & Inspections

- 8.1 The Care Standards Team of ERS Medical are responsible for conducting all internal audits. These audits focus on the identification of good practice and non-conformities to both ERS Medical policy and procedure and regulations.
- 8.2 During the period of June 2019 to May 2020, The Care Standards Team has conducted and completed **486** separate audits across all ERS Medical sites.
- 8.3 These audits resulted in **284** individual and focused Action Plans to drive forward improvements varying in significance from Low Priority to High Priority.

Average Time to Close Action Plans

32.30 Hrs

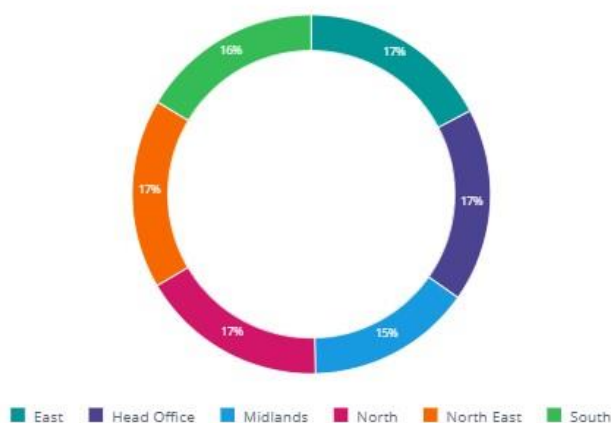
- 8.4 ERS Medical has completed 12 separate quality audit types in the last 12 months across all sites within our 5 regional locations, which cover:

- Care Quality Site Inspections
- Clinical and IPC Audits
- Fleet Compliance Audits
- Health & Safety Audits
- Information Governance & Security Audits
- Legionella Audits
- Medicines Bi-Annual HUB Audits
- Monthly Medicines Audits
- Weekly Medicines Audits
- PRF Audits
- Racking Audits
- Roller Door Audits

Audit performance over time



Audit progress 2019 to 2020



Audit conducted as a % across the 5 ERS Medical Operational Locations

9. Areas for Improvement

9.1 ERS Medical made 3 clear and distinct areas for improvement for the 2019 quality accounts report.

Patient Service and Experience

ERS Medical has worked hard to improve the service we provide to all our patients, from the point of booking to the delivery of transport and the experience they have when travelling with us.



- ERS Medical will have introduced 100 new vehicles into its PTS fleet by the end of October 2020. This will account for some 44% of the total fleet, across all locations.
- By rotating the fleet, it has improved our MPG per vehicle by as much as 6%, on our larger contracts such as Norfolk PTS.
- The rotation will also allow ERS Medical to move in the right direction for reducing its carbon emissions and down time for vehicles for unplanned maintenance.
- Working closely with O&H and SG Fleet, we have developed relationships so we can better understand the design and build phase of our vehicles, which allows us to be more proactive in procuring vehicles to meet the exact specification our customers and commissioners need.
- The standardisation of CCTV on all new ambulances and seat belt safety alarms in the interest of both patient and staff safety.

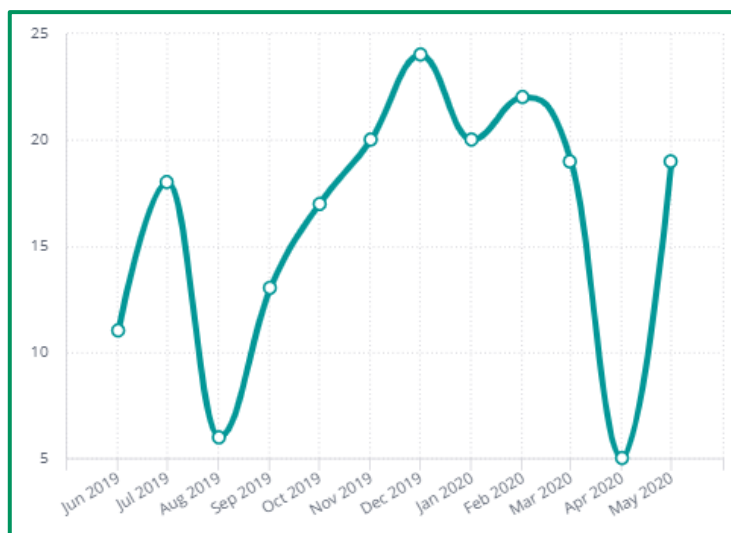
- The new vehicles have allowed us to introduce improvements in areas such as suspension, air conditioning, satnavs and rear parking sensors. These additions allow for greater Patient safety, higher levels of Patient satisfaction and improved Patient experience throughout the cycle of any given transport request, allowing us to maintain Patient focus and show compassion and respect to Patients needs on a day to day basis.
- We have received excellent feedback via monthly and quarterly contract review meetings in particular around service delivery. New customers have been particularly impressed with ERS Medicals can do attitude, flexibility, quality standards and our willingness to work together to improve and overcome service delivery challenges that enhance the patient experience in a more consistent and robust manner.
- Deep cleaning and enhanced cleaning especially during the Covid-19 crisis remain at impressive and consistent high standards across all the sites and Regions within the business demonstrating the very highest levels of integrity and professionalism. This information is shared in a transparent manner with our Operational teams through weekly reporting and customers via Regional ONE reports. This offers assurance to our customers that their Patients are transported in clean, safe compliant vehicles which enhances the Patient experience during the transport / transfer cycle.
- We have also deployed our new patient experience surveys to all sites, based upon the changes required by NHS England by April 2020. The new surveys will hopefully make capturing experience feedback accessible for more patients and the interpretation of the feedback easier to feedback into service delivery and improvements through our governance systems.

Very Good	Good	Neither Good	Poor	Very Poor	Don't know
					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- We have also taken proactive steps with our insurers to improve driver behaviour and reduce the number of transport related incident reported and captured within our Radar compliance and incident management system.

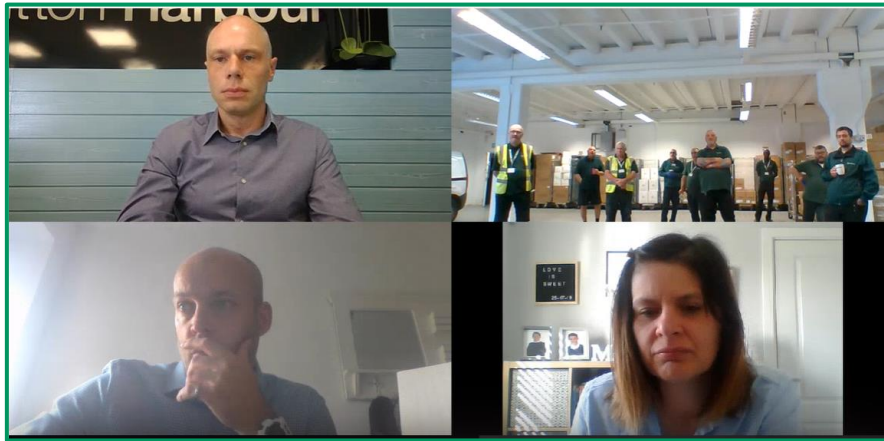
Reduction of Incident Rates

- 9.2 We have seen a slight reduction this year overall, but the data has been impacted by COVID-19 and the subsequent reduction in ambulance activity within the PTS sector, as routine hospital transport drew down and we concentrated on the transportation of confirmed and suspected COVID-19 patients and the provision of exclusive transport for patients identified as being extremely vulnerable to this coronavirus.

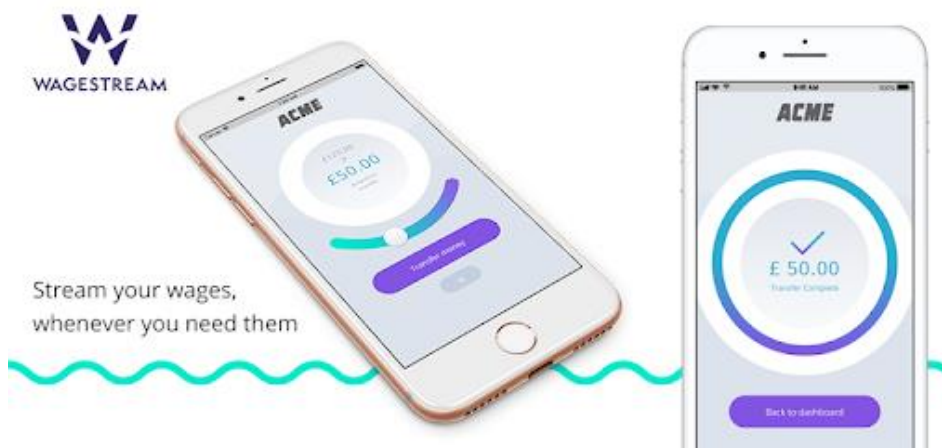


Staff Engagement Improvements

- 9.3 **Staff Surveys** – We have used several during this quality accounts period including:
- Data Security Employee Survey;
 - Military Covenant Survey;
 - Head Office Travel Survey;
 - ERS Medical Staff Survey.
- 9.4 A general theme / feedback from the main staff survey was a desire to have more open lines of communication at all levels of the business.
- 9.5 We listened to our staff and in particular due to measures introduced nationally to manage the global pandemic of COVID—19, the Senior Leadership Team (SLT), thought it was essential to have early and robust communication with all staff.
- 9.6 We introduced and ran a series of ‘Town Hall’ meetings across the business, using technology (MS Teams) to allow visibility of the SLT and our employees, so that their questions, concerns and fears, during an unprecedented time could be answered in an engaging and open forum.
- 9.7 We ran 21 meetings across all locations and sites, took 41 unique and separate questions and enquiries and provided a Q&A sheet based on these meetings to all ERS Medical staff, so that even if they were not able to attend the meeting in their specific area, they could still benefit from the questions and answers that were asked and provided.



- 9.8 **WAGESTREAM** - ERS Medical also went into partnership with 'Wagestream', so we could provide a benefit to our staff so they can access their wages, if needed, on a pay as you earn basis. This access also has an added benefit in that it reduces the temptation for staff to take pay-day loans at very high interest rates.



- 9.9 **FUTURE QUALS** - ERS Medical, worked closely with FutureQuals to become an approved provider of a professional level 3 national ambulance qualification for Patient Transport Services. Recognising the importance of PTS within the ambulance sector and the need to have high quality, well trained staff delivering these essential services to our patients.
- 9.10 **REDUCTION IN STAFF SICKNESS RATES** - ERS Medical has taken a robust and consistent approach in the management of staff annual sickness rates and taken a great deal of time and effort in order to fully understand the driving forces behind these levels.
- 9.11 This approach has seen a significant reduction from 17 days per person to 10.9 days, with a target of 10 days or less. We have achieved this by line managers being proactive and working with staff on tailored return to work measures and supportive adjustments to their duties, enabling long term sickness rates to be significantly reduced.

New Areas for Improvement

- 9.12 During the next quality accounts period ERS Medical will concentrate on the following measures for improvements.

Maintain a well led, safe and effective service for all our patients, customers, and commissioners during and post COVID-19.

Maintain and increases where possible ambulance efficiencies and occupancy due to social distancing and protecting extremely vulnerable people.

Investors in People – Gain certification for ‘Investors in people’.

Mental Health First Aiders – Have qualified Mental Health First Aiders at every ERS Medical site and location.

10. Commissioners of Service Comments

- 10.1 As part of the preparation for the publication of our Quality Accounts, we contacted the commissioners of our services. This was especially important when taking into consideration the relatively new service which we provide.

Nottingham Clinical Commissioning Group

The new Non-Emergency Patient Transport Contract for Nottinghamshire and Bassetlaw went live on 1st December 2019. During the mobilisation period prior to go live ERS Medical were fully engaged with Commissioners, major Stakeholders, Patient Groups and the outgoing Provider Arriva Transport Services Ltd (ATSL). They had regular meetings with all involved and in particular, the staff at ATSL who were kept fully informed about developments and their expected roles in ERS Medical.

Going live on a new Contract in December was always seen as a managed risk but ERS Medical have performed extremely well at all times. They have a very good communications structure in place and local experienced Managers on the ground who are constantly liaising with the major Stakeholders to resolve any potential or actual problems quickly. This has been reflected in their KPI performance which from a standing start has managed to achieve a steady state of performance consistently since December 2019. KPI performance since February 2020 has obviously been impacted by the Covid 19 pandemic but even in these challenging times ERS Medical have redesigned their operation to ensure the safety of patients and their staff and to transport, safely, as many patients as possible for treatment.

From a Quality standpoint the ERS Medical Quality Team have worked closely with CCG Quality Leads and the Arden Gem Quality Lead to ensure that all aspects of the Quality Schedule are being monitored and managed. Commissioners receive a comprehensive Quality Reporting pack including HR dashboard and the speed of response to any queries is excellent. One recent example is where the ERS Medical Head of Standards has worked closely with CCG Quality Leads to demonstrate that bookings for Mental Health patients are specially monitored to ensure the appropriate transport and crew are provided and that there is Clinical oversight and advice from within ERS if required.

The next challenge for ERS will be the post Covid 19 situation and the potential impact of social distancing but Commissioners are confident that ERS Medical will work closely with all parties to find solutions to any issues.

Norfolk Clinical Commissioning Groups

ERS Medical are congratulated by the CCG on the swift and efficient mobilisation of the new contract which was deployed with no issues or concerns raised.

We would like to thank the ERS Medical staff for their hard work, which underpins a continuous improvement journey in the quality of care delivered to the local population.

Further to this, we acknowledge the challenges the organisation has faced to adapt and respond dynamically to deliver safe care during the current COVID-19 pandemic, and we commend the compassion and commitment of all staff during this time. The challenges of delivering services within the 'new NHS' are considerable and the organisation has continued to work in collaboration with system partners and other key stakeholders to focus resources and service provision whilst protecting patients and staff. The ongoing support from ERS Medical during COVID-19 is both appreciated and valued.

ERS has worked collaboratively with the CCG to make revisions to the monthly One Report to include reporting on all quality requirements within the contract for assurance on areas of governance, quality and patient safety. These requirements have been consistently met, with company policies kept up-to-date and actions taken on complaints or incidents promptly addressed.

Regular discussion around quality issues have continued between ERS and the CCG Quality Team, which demonstrates the good cooperation and communication between both parties.

NHS Norfolk and Waveney CCG looks forward to working with ERS during 2020-2021 with the continued aim of developing quality improvements within the organisation, local community and across the system.

Homerton University Hospital NHS Foundation Trust

The Homerton University Hospital NHS Foundation Trust NEPTS contract was awarded to ERS Medical in July 2019 on a 5+5-year basis and following a successful, jointly led and professionally delivered mobilisation period the operational service went live in October 2019.

One of the abiding agreements during mobilisation as that we must working in true partnership and be open, honest and transparent to ensure we are able to foster a good working relationship to ultimately provide an excellent standard of service delivery for our patients and end users and was a position ERS Medical has always upheld in providing a patient centre service.

From the first month of the contract we have received much improved, quality service which has meet KPI performance expectations. Where issues operational or contractually have occurred, they have been jointly managed and delivered to drive continuous improvement with the contract with the patient always at the centre of working concepts.

It is of note that within the first six months of the new contract we are have already been able to hold productive innovative discussion on how we can jointly improve the contract delivery as we have already reached a steady state in terms of service delivery.

At this time, the Trust is very pleased with the operational delivery of the service ERS are providing.

North Tees and Hartlepool Hospital NHS Foundation Trust

ERS Medical continue to work closely with North Tees and Hartlepool NHS Foundation Trust. They are responsive to the demand of the service in regard to our fluctuating discharge requirements. Operational meetings continue to enable service review and update where necessary. Lines of communication are excellent, and the quality of the service provided is well received by both our Trust staff and patients who provide a monthly feedback via a survey’.

East Suffolk and North Essex NHS Foundation Trust

Please accept my personal thanks for the extraordinary efforts ERS have provided in the last couple of months. What you have helped to achieve is remarkable. Our pathology service is among the first in England to offer testing for COVID antibodies this has been assisted with the team, their diligence, flexibility and professionalism most off all their ability to care and see the bigger picture of the journey a sample has to take.

I have received many compliments from staff who have used the service, about its speed, efficiency and user-friendliness. Your standards are of the very highest and while the country get to grips with a new way of working even our KPI’s continue to be achieved.

I am very proud to work with you, and your team.

11. Care Quality Commission – (CQC)

11.1 ERS Medical is registered with the Care Quality Commission (CQC) under the name of ERS Transition Limited.

11.2 We have 5 registered locations with the CQC, and all but 1 location has now been inspected. 3 of these locations have been rated under the inspection and rating methodology for non-NHS Ambulance services.

ERS Medical North-East

11.3 Our North-East registered location was inspected by the CQC over the period 21st to 22nd May 2018.

11.4 This location was inspected under the previous inspection regime and is therefore unrated.

11.5 Within the narrative inspection report from the CQC they have stated:

- All PTS staff compliance in mandatory training and safeguarding training;
- The provider had a robust incident reporting procedure and all staff understood and alerted managers in real time if an incident had occurred, which allowed managers to make an early assessment;
- The providers key performance indicators were consistently met;
- There was evidence of high levels of satisfaction from patient/carers/relative surveys.

ERS Medical North

11.6 Our North registered location was inspected by the CQC over the period 18th to 20th September 2018 and has been rated as GOOD in all 5 key areas.



ERS Medical East

11.7 Our East registered location was inspected by the CQC over the period 2nd to 3rd October 2018.

11.8 This location was inspected under the PTS rating regime for inspections.

11.9 The overall rating for this location was 'GOOD'.

Patient transport services (PTS)

Safe	Good	●
Effective	Good	●
Caring	Good	●
Responsive	Good	●
Well-led	Requires improvement	●
Overall	Good	●

ERS Medical South

- 11.10 Our South registered location was inspected by the CQC over the period 2nd to 3rd October 2018.
- 11.11 This location was inspected under the PTS rating regime for inspections.
- 11.12 The overall rating for this location was 'GOOD' with an 'OUTSTANDING' for the key line of enquiry 'Well-Led'.

Patient transport services (PTS)

Safe	Good	●
Effective	Good	●
Caring	Good	●
Responsive	Good	●
Well-led	Outstanding	☆
Overall	Good	●

ERS Medical Midlands

- 11.13 This location only started to deliver regulated activity on the 1st December 2019, when ERS Medical were awarded the contract by the Nottinghamshire Clinical Commissioning Group (CCG) for the delivery of non-emergency patient transport services.
- 11.14 We look forward to the opportunity of having this new location and service inspected and rated by the CQC at some point in the future. In the meantime, we will continue to work hard in cementing the good working relationships with both the Nottinghamshire CCG and NHS hospital Trusts.