

4. It is difficult to separate what I know now, or what I believe to be the case, and the extent of my knowledge over the period the Inquiry is looking at. It is also difficult to identify when, within that period, events took place. I have referred to these, as far as possible, by reference to external events, where I know the date, but cannot be precise as to the month when events occurred. Where I mention an event, by reference to a year, unless I state a month, I can give no more precise timing.

Issue B. The BRI and its Paediatric Cardiac Surgery Unit

Issue B1: The structure of paediatric cardiac surgical services at the respective sites at the BRI and BRHSC, including:

- a. the services offered;**
 - b. funding of services, and the incentives created thereby;**
5. Mr Caddy was the budget holder for all perfusion work, and all of that work was carried out at the BRI in cardiac theatres. All ordering was undertaken by Mr Caddy or by Mr Lawrence acting as his deputy.
- c. organisational set-up: lines of authority, chains of command, communication and accountability, both professionally and managerially;**
6. Mr Caddy was my immediate manager. I believe it was his responsibility to report to Mr Wisheart. I cannot now recall the year, but there was a change in reporting, probably consequent upon the formation of the shadow Trust. Mr Caddy still reported to Mr Wisheart, despite having a new line-manager, G Kelly/Lesley Salmon. The Perfusion Department remained very separate from the other theatre staff. The perfusionists had their own coffee-room, separate from other theatre staff, and this remains the position today.
7. When I joined in 1988 the line of reporting at BRI for perfusionists was much the same as it had been at London in Guy's Hospital. There was a strong partnership