

Commissioning Performance Report

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1. EXECUTIVE SUMMARY

Key achievements

Challenges

Major risks and issues

KEY ACTIONS				
Action	Owner	Due Date	Status	Rank

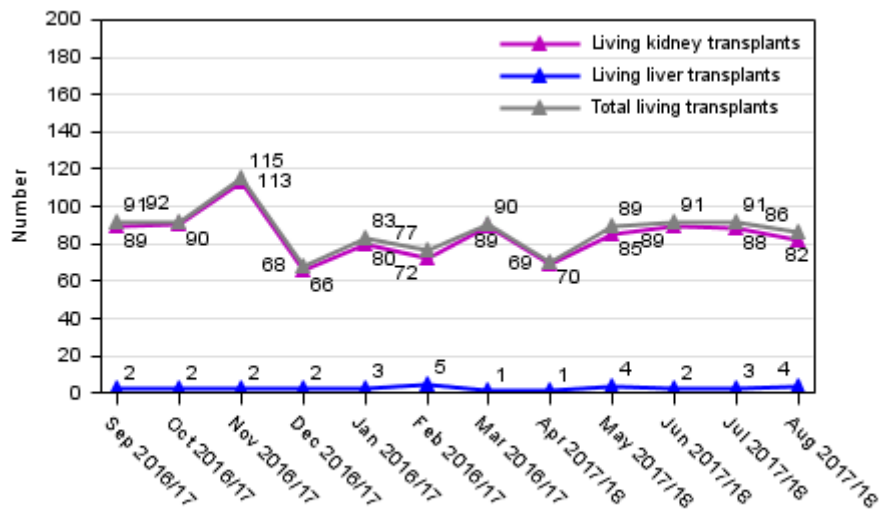
2. COMMISSIONING Key Performance Measures – LIVING DONATION

2.1. Objective 1 - Increase the number of living donors

Table 2.1: Number of living donor transplants by organ type

	Sep 2016/17	Oct 2016/17	Nov 2016/17	Dec 2016/17	Jan 2016/17	Feb 2016/17	Mar 2016/17	Apr 2017/18	May 2017/18	Jun 2017/18	Jul 2017/18	Aug 2017/18	YTD 2017/18 (Apr-Aug)
Number of living donor kidney transplants	89	90	113	66	80	72	89	69	85	89	88	82	413
Number of living donor liver transplants	2	2	2	2	3	5	1	1	4	2	3	4	14
Total number of living donor transplants	91	92	115	68	83	77	90	70	89	91	91	86	427

Fig. 2.1 Number of living donor transplants by type of organ



2.2. Objective 2 – Increase the number of pre-emptive living donor kidney transplants

Table 2.2: Number of pre-emptive living donor kidney transplants

	Sep 2016/17	Oct 2016/17	Nov 2016/17	Dec 2016/17	Jan 2016/17	Feb 2016/17	Mar 2016/17	Apr 2017/18	May 2017/18	Jun 2017/18	Jul 2017/18	Aug 2017/18	YTD 2017/18 (Apr-Aug)
Number of living donor kidney transplants	89	90	113	66	80	72	89	69	85	89	88	80	411
Number with reported dialysis status	89	90	112	66	79	72	88	67	77	81	71	23	319
Number of pre-emptive living donor kidney transplants	39	24	34	15	28	37	39	27	33	34	29	10	133
Percentage of pre-emptive living donor kidney transplants	43.8	26.7	30.4	22.7	35.4	51.4	44.3	40.3	42.9	42	40.8	43.5	41.7

2.3. Objective 3 – Increase efficiency in the UK Living Kidney Donor Sharing Schemes

Table 2.3: UK living kidney donor sharing schemes

Date represents run date of living donor kidney matching run					
	Apr 2016/17	Jul 2016/17	Oct 2016/17	Jan 2016/17	Apr 2017/18
Number of paired donation transplants identified	31	50	51	58	75
Number of paired donation transplants proceeding	20	34	42	29	39
Proportion of paired donation transplants proceeding	64.5	68	82.4	50	52
Number of paired donation transplants proceeding within 8 weeks	7	5	28	16	19
Proportion of paired donation transplants proceeding within 8 weeks	35	14.7	66.7	55.2	48.7

3. COMMISSIONING Key Performance Measures – NATIONAL ORGAN RETRIEVAL SERVICE

3.1. Objective 4 – Increase the number of organs retrieved and transplanted from deceased donors

Table 4.1: Number of organs (DBD and DCD) retrieved by NORS teams

Retrieval team	Number of organs (kidneys, livers, pancreases, hearts and lungs) retrieved					
	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	YTD 2017/18 (Apr-Aug)
Abdominal						
Birmingham	109	113	137	127	129	242
Cambridge	120	150	162	126	151	279
Cardiff	12	36	51	53	54	62
Edinburgh	86	100	94	108	80	111
King's College	200	154	213	199	188	314
Leeds	83	63	101	89	109	175
Manchester	79	101	114	76	96	141
Newcastle	121	107	121	127	103	179
Oxford	91	101	86	108	85	137
Royal Free	69	39	70	80	63	115
Mean per team on call	139	138	164	156	151	251
TOTAL	970	964	1149	1093	1058	1755
Cardiothoracic						
Birmingham	25	17	31	19	27	42
Glasgow	17	11	9	11	15	21
Harefield	20	24	32	31	36	64
Manchester	27	23	33	17	34	51
Newcastle	24	10	17	14	31	48
Papworth	38	28	36	35	28	51
Mean per team on call	50	38	53	42	57	92
TOTAL	151	113	158	127	171	277

Objective 4 – Increase the number of organs retrieved and transplanted from deceased donors (continued)

Fig. 4.1 Number of abdominal and cardiothoracic organs retrieved by NORS teams (DBD)

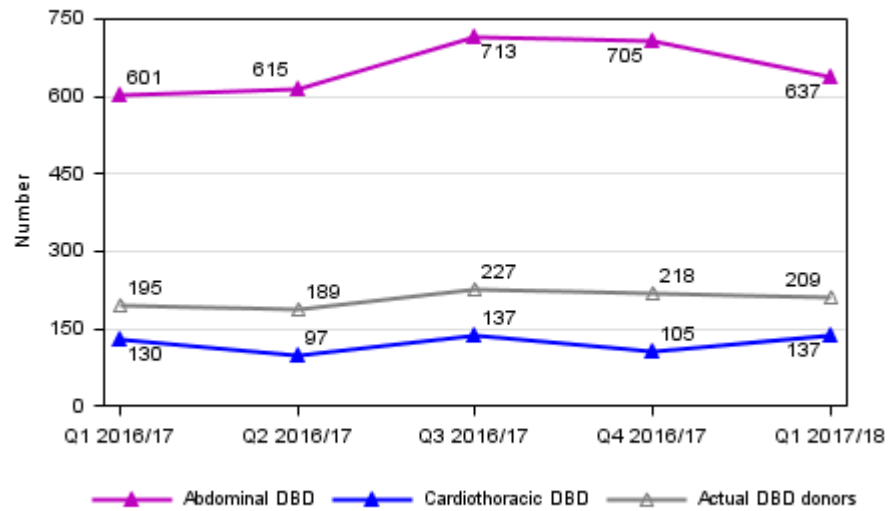


Fig. 4.2 Number of abdominal organs accepted, retrieved and transplanted (DBD)

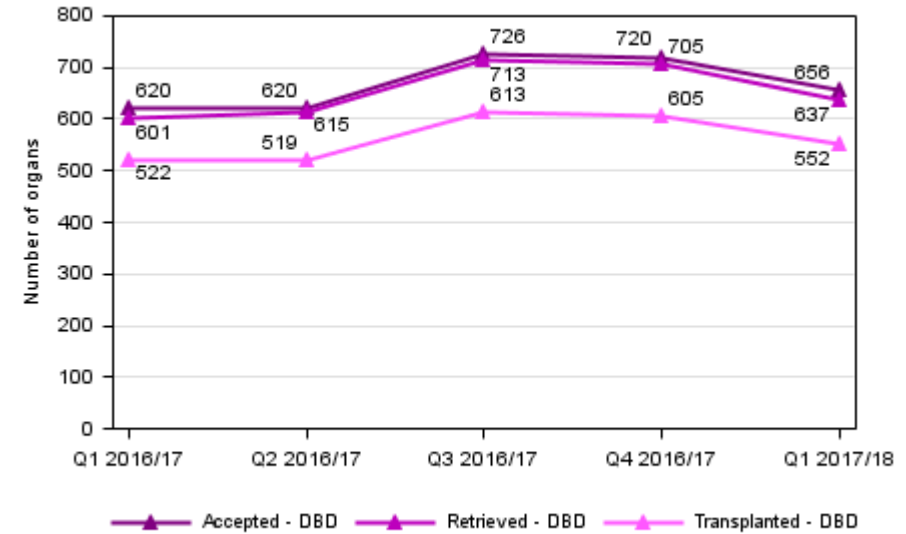


Fig. 4.3 Mean number of abdominal and cardiothoracic organs retrieved per NORS team on call (DBD)

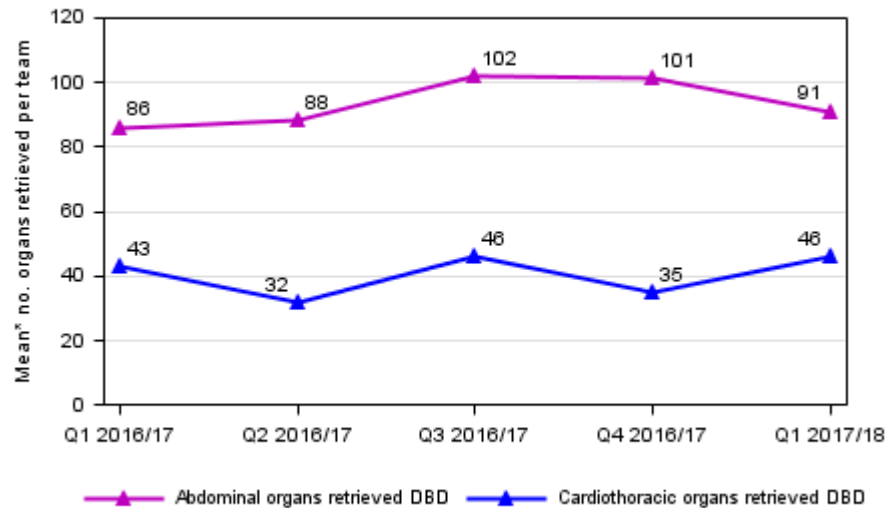


Fig. 4.4 Number of cardiothoracic organs accepted, retrieved and transplanted (DBD)

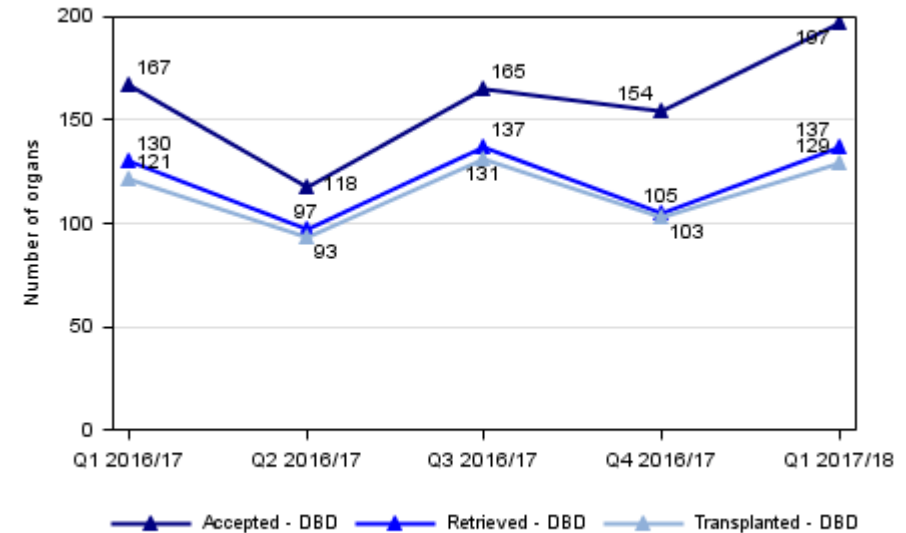


Fig. 4.5 Number of abdominal and cardiothoracic organs retrieved by NORS teams (DCD)

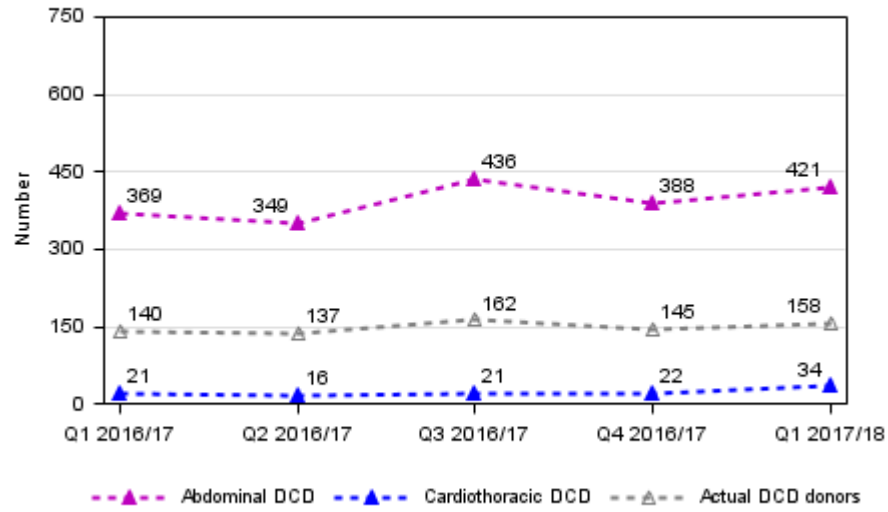


Fig. 4.6 Number of abdominal organs accepted, retrieved and transplanted (DCD)

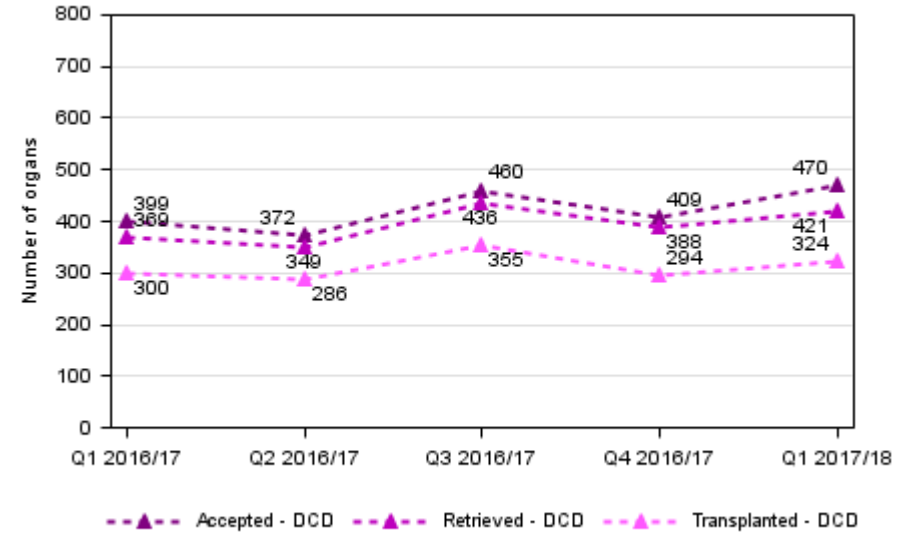


Fig. 4.7 Mean number of abdominal and cardiothoracic organs retrieved per NORS team on call (DCD)

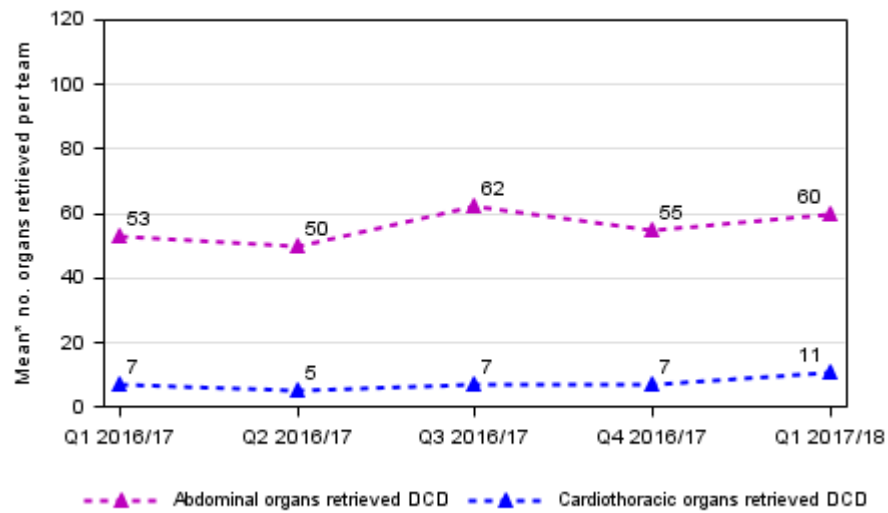
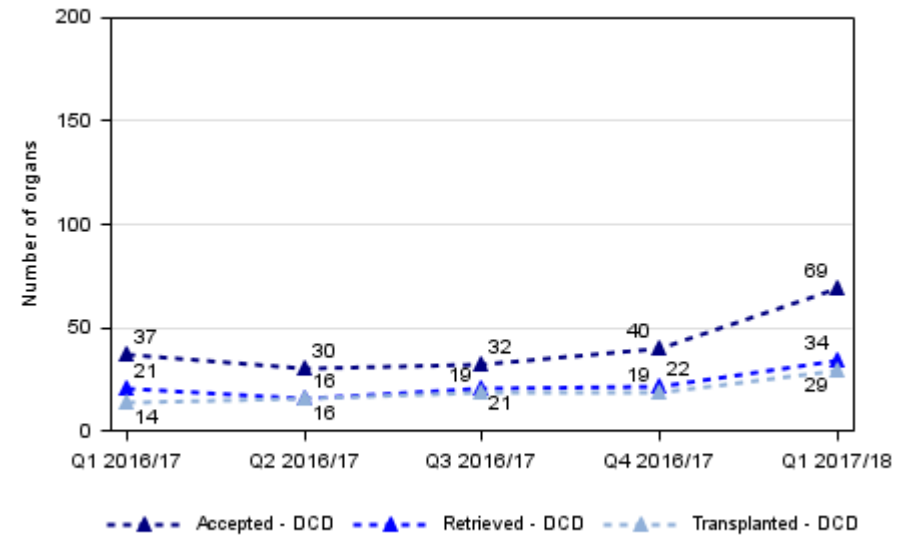
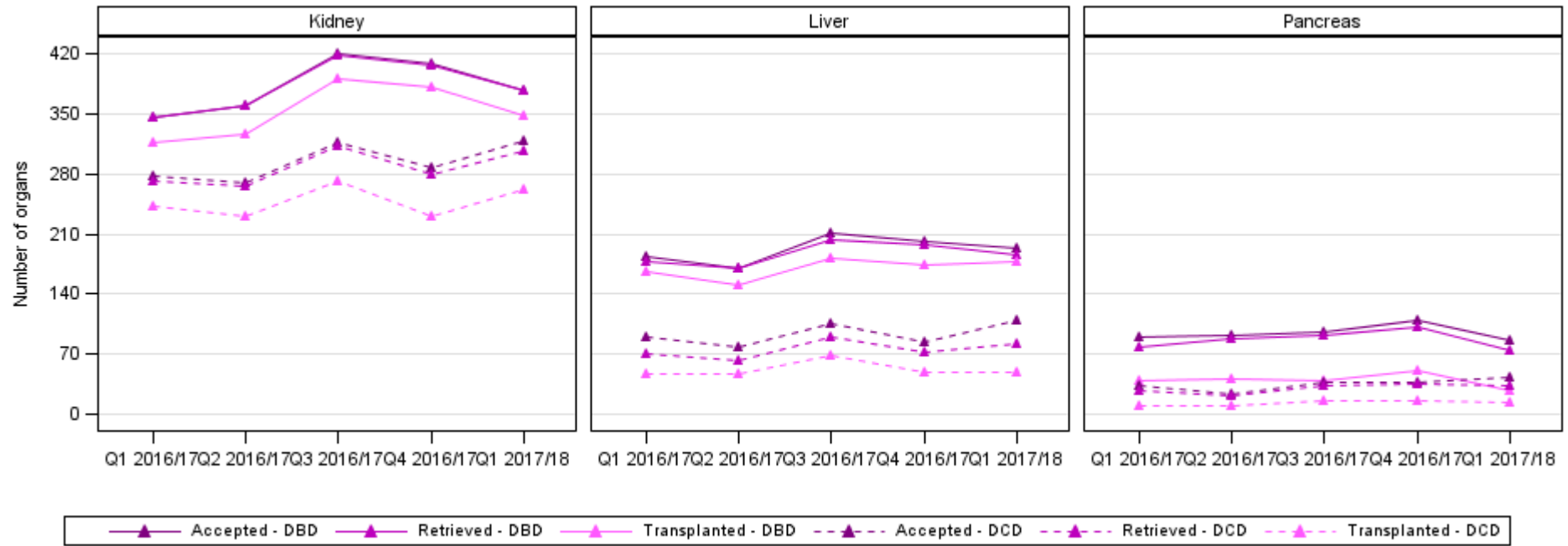


Fig. 4.8 Number of cardiothoracic organs accepted, retrieved and transplanted (DCD)



Objective 4 – Increase the number of organs retrieved and transplanted from deceased donors (continued)

Fig. 4.9 Number of abdominal organs accepted, retrieved and transplanted, by organ type



Objective 4 – Increase the number of organs retrieved and transplanted from deceased donors (continued)

Fig. 4.10 Number of cardiothoracic organs accepted, retrieved and transplanted, by organ type

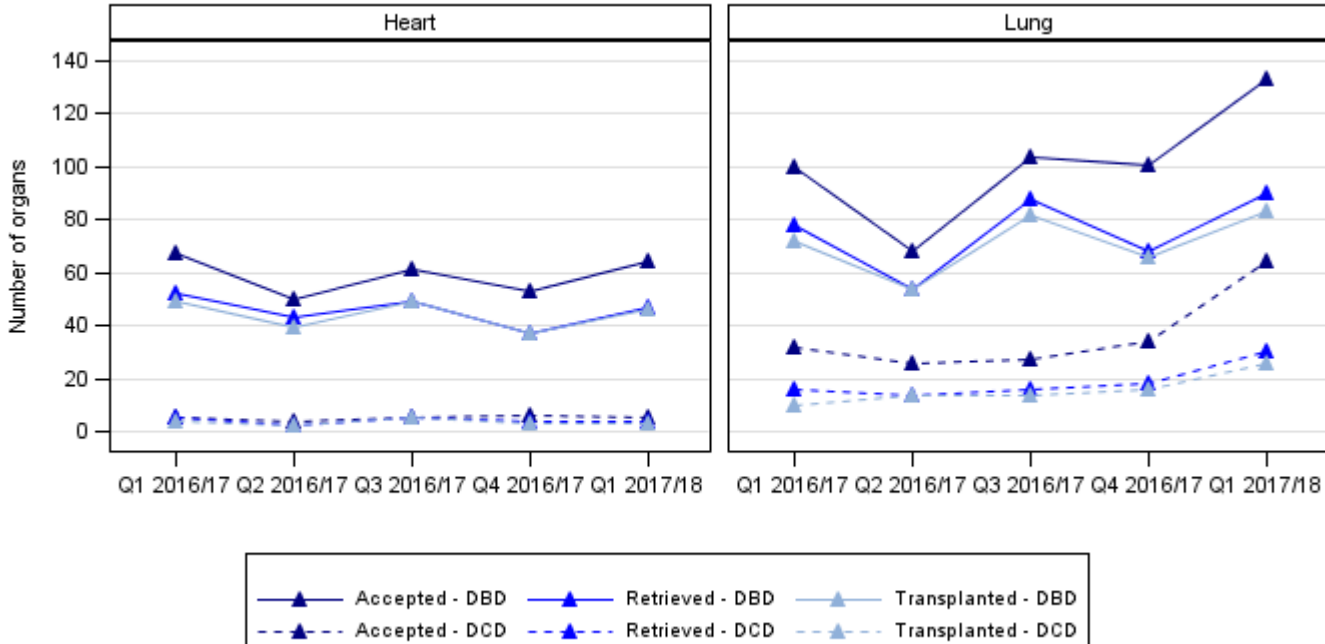
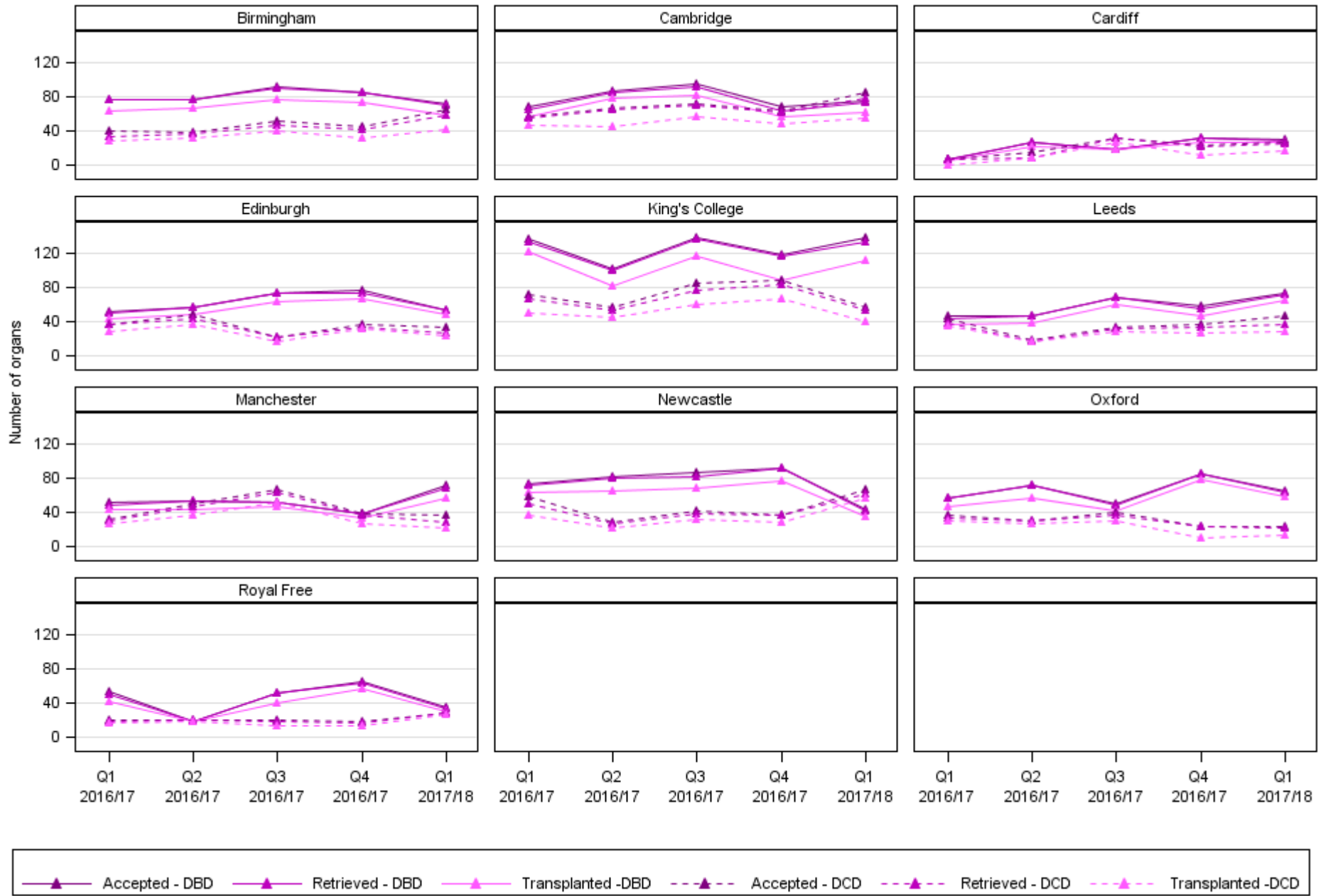
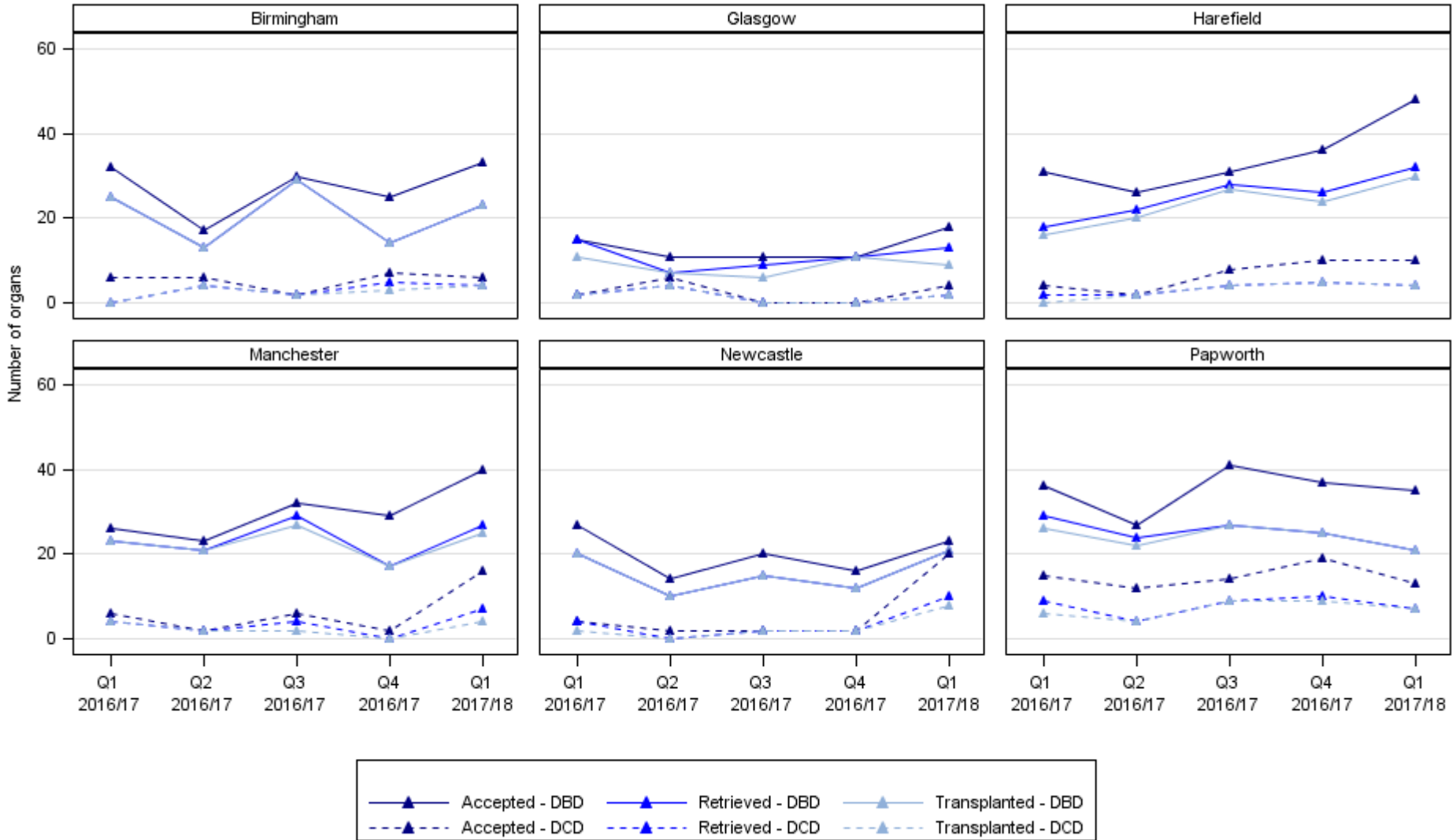


Fig. 4.11 Number of abdominal organs accepted, retrieved and transplanted, by NORS team that attended



Objective 4 – Increase the number of organs retrieved and transplanted from deceased donors (continued)

Fig. 4.12 Number of cardiothoracic organs accepted, retrieved and transplanted, by NORS team that attended



3.2 Objective 5 – Minimise organ retrieval damage

Table 5.1: Retrieval damage reported for abdominal and cardiothoracic organs (DBD and DCD) retrieved by NORS teams

Damage reported by receiving surgeon through the HTA B form													
	Sep 2016/17	Oct 2016/17	Nov 2016/17	Dec 2016/17	Jan 2016/17	Feb 2016/17	Mar 2016/17	Apr 2017/18	May 2017/18	Jun 2017/18	Jul 2017/18	Aug 2017/18	YTD 2017/18 (Apr-Aug)
No. organs retrieved with moderate/severe damage reported	29	33	37	33	37	21	37	24	28	14	14	11	91
No. organs not txd due to damage	7	6	9	8	9	1	8	8	6	1	1	1	17
No. organs not txd due to damage as a % of those with mod/sev damage reported	24.1	18.2	24.3	24.2	24.3	4.8	21.6	33.3	21.4	7.1	7.1	9.1	18.7
No. organs not txd due to damage as a % of all organs retrieved*	2.1	1.5	2	2.1	2.3	0.3	1.9	2.4	1.4	0.3	0.4	0.5	1.1

Table 5.2: Abdominal and cardiothoracic organs (DBD and DCD) retrieved and not transplanted due to retrieval damage, by NORS team that retrieved

Retrieval team	Number of organs (kidneys, livers, pancreases, hearts and lungs) not transplanted due to damage													YTD 2017/18 (Apr-Aug)	YTD % of all organs retrieved*
	Sep 2016/17	Oct 2016/17	Nov 2016/17	Dec 2016/17	Jan 2016/17	Feb 2016/17	Mar 2016/17	Apr 2017/18	May 2017/18	Jun 2017/18	Jul 2017/18	Aug 2017/18			
Abdominal															
Birmingham	1	1	0	3	3	0	0	5	1	0	0	0	6	2.5	
Cambridge	0	0	1	0	1	0	1	0	1	0	0	0	1	0.4	
Cardiff	0	0	0	0	2	0	0	0	2	0	0	0	2	3.2	
Edinburgh	0	0	1	0	0	0	0	1	0	0	0	0	1	0.9	
King's College	2	2	4	2	1	0	2	1	1	1	1	0	4	1.3	
Leeds	0	0	1	0	0	0	1	1	0	0	0	0	1	0.6	
Manchester	0	1	0	3	0	0	1	0	0	0	0	0	0	0.0	
Newcastle	2	0	0	0	2	0	1	0	0	0	0	0	0	0.0	
Oxford	2	1	2	0	0	0	0	0	0	0	0	1	1	0.7	
Royal Free	0	1	0	0	0	1	2	0	1	0	0	0	1	0.9	
Cardiothoracic															
Birmingham	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
Glasgow	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
Harefield	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
Manchester	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
Newcastle	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
Papworth	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	

*where grade of surgical damage reported (14% missing for reasons such as not received with intent to transplant, transplanted abroad, went for research or genuinely missing).

Objective 5 – Minimise organ retrieval damage (continued)

Fig. 5.1 Number of abdominal and cardiothoracic organs (DBD and DCD) not transplanted due to damage

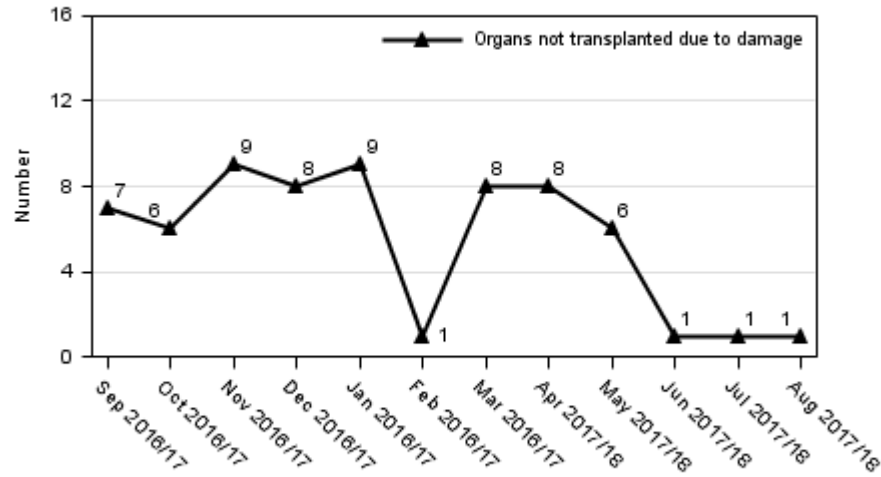


Fig. 5.2 Number of abdominal and cardiothoracic organs (DBD and DCD) not transplanted due to damage, by organ type

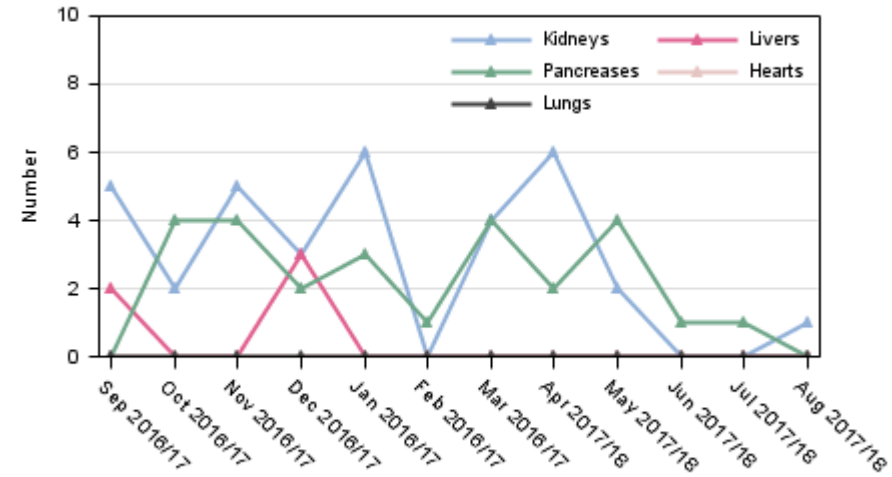


Fig. 5.3 Number of organs (abdominal and cardiothoracic, DBD and DCD) not transplanted due to damage as a proportion of those where moderate/severe damage reported

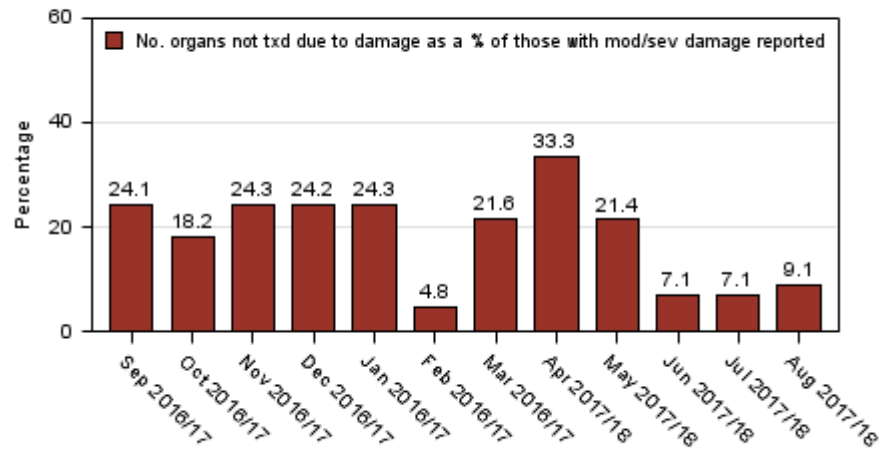
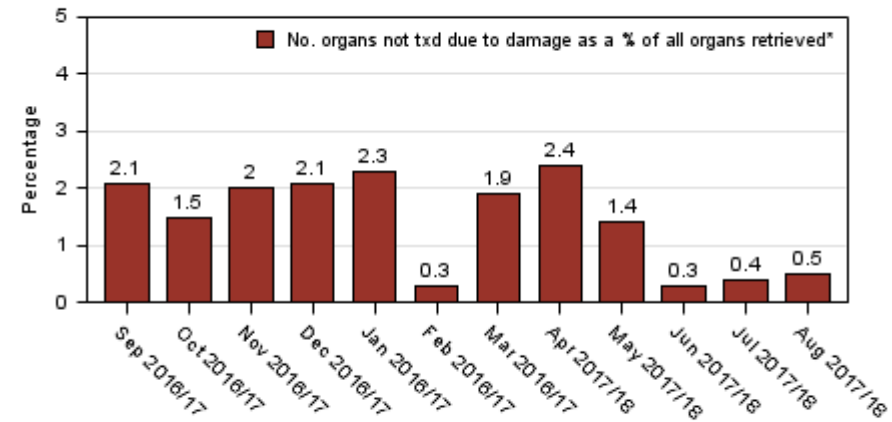


Fig. 5.4 Number of organs (abdominal and cardiothoracic, DBD and DCD) not transplanted due to damage as a proportion of all organs retrieved*



*where grade of surgical damage reported (14% missing for reasons such as not received with intent to transplant, transplanted abroad, went for research or genuinely missing).

3.3. Objective 6 – Maximise DCD organ retrieval by meeting stand-down target

Stand-down target = abdominal teams should wait 3 hours from treatment withdrawal before standing down on kidney retrieval from DCDs.

Table 6.1: Breakdown of proceeding and non-proceeding DCD donors attended by a NORS team

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	YTD 2017/18 (Apr-Aug)
No. proceeding/non-proceeding DCDs	223	202	225	234	229	348
% non-proceeding	38.6	33.7	30.7	39.3	31.9	32.5
No. non-proceeding	86	68	69	92	73	113
% where stand-down target not met	7	1.5	2.9	9.8	11	8
% where stand-down target met	80.2	32.4	49.3	65.2	71.2	66.4
% where stand-down info not reported	12.8	66.2	47.8	25	17.8	25.7

Table 6.2: Breakdown of proceeding and non-proceeding DCD donors by attending NORS abdominal team, last 6 months (up to Aug)

	Birmingham	Cambridge	Cardiff	Edinburgh	King's College	Leeds	Manchester	Newcastle	Oxford	Royal Free
No. proceeding/non-proceeding DCDs	59	67	21	33	68	45	38	47	24	23
% non-proceeding	27.1	25.4	42.9	39.4	41.2	31.1	36.8	34	37.5	30.4
No. non-proceeding	16	17	9	13	28	14	14	16	9	7
% where stand-down target not met	12.5	11.8	11.1	7.7	14.3	0	7.1	0	11.1	0
% where stand-down target met	50	58.8	77.8	38.5	71.4	71.4	71.4	81.3	77.8	100
% where stand-down info not reported	37.5	29.4	11.1	53.8	14.3	28.6	21.4	18.8	11.1	0

Table 6.3: Breakdown of proceeding and non-proceeding DCD donors by Organ Donation Services team, last 6 months (up to Aug)

	Eastern	London	Midlands	North West	Northern	Northern Ireland	Scotland	South Central	South East	South Wales	South West	Yorkshire
No. proceeding/non-proceeding DCDs	52	31	61	56	21	8	29	37	35	15	29	51
% non-proceeding	28.8	35.5	27.9	35.7	23.8	37.5	37.9	48.6	34.3	33.3	24.1	37.3
No. non-proceeding	15	11	17	20	5	3	11	18	12	5	7	19
% where stand-down target not met	0	9.1	11.8	5	0	0	9.1	11.1	25	20	14.3	0
% where stand-down target met	73.3	90.9	76.5	60	60	66.7	45.5	72.2	66.7	60	42.9	73.7
% where stand-down info not reported	26.7	0	11.8	35	40	33.3	45.5	16.7	8.3	20	42.9	26.3

Objective 6 – Maximise DCD organ retrieval by meeting stand-down target (continued)

Fig. 6.1 Number of proceeding and non-proceeding DCD donors attended by a NORS team

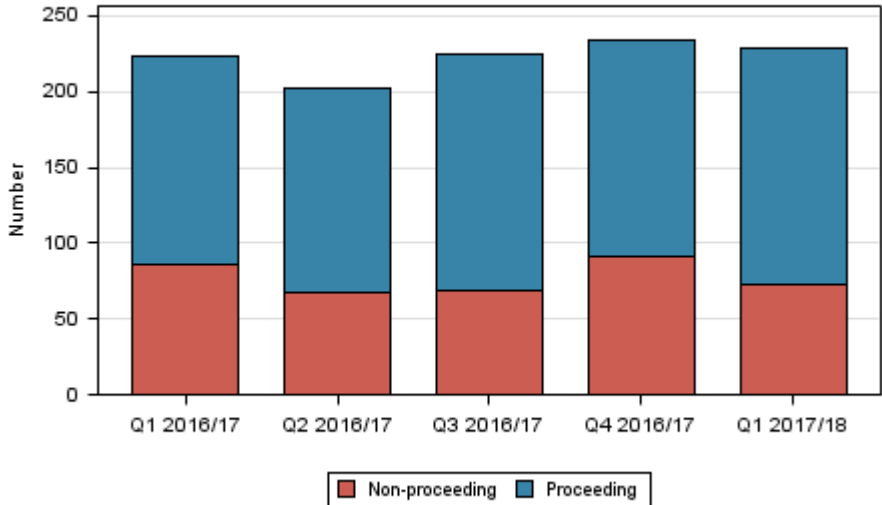


Fig. 6.2 Number of non-proceeding DCD donors attended by a NORS team where 3 hour stand-down time not met, met or not reported

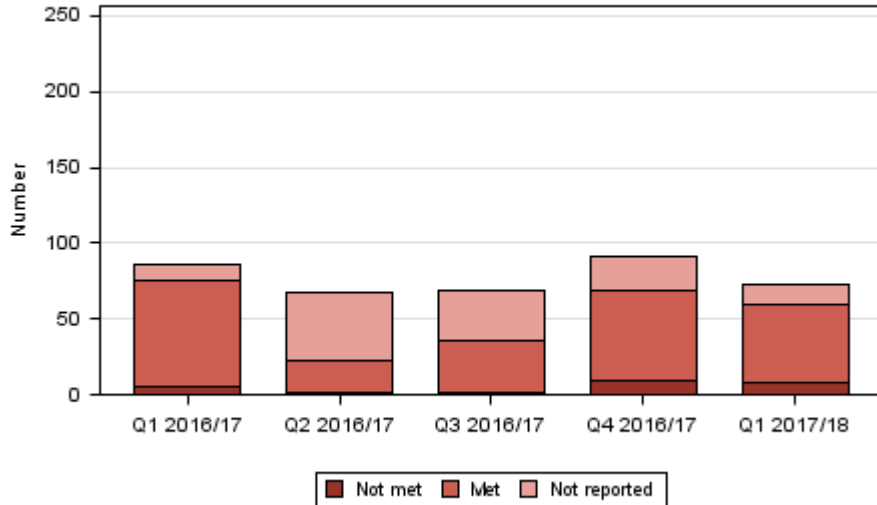


Fig. 6.3 Proportion of proceeding and non-proceeding DCD donors attended by each NORS abdominal team, last 6 months (up to Aug)

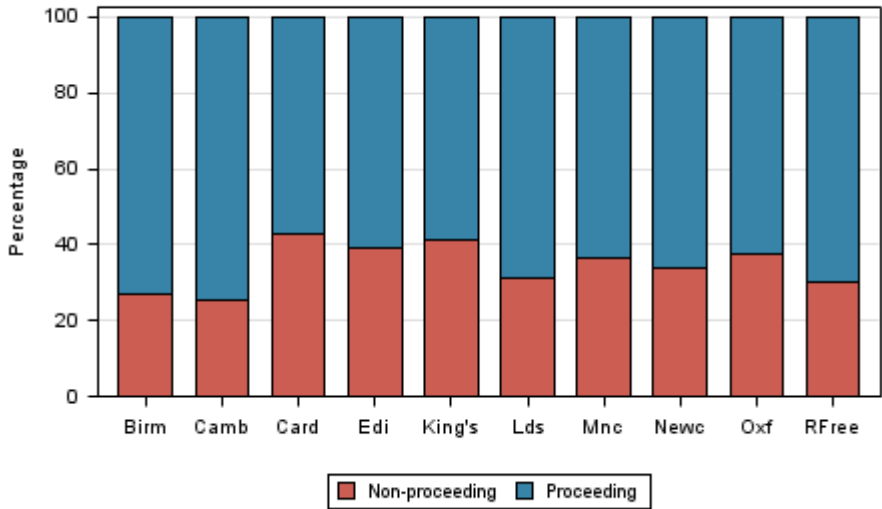
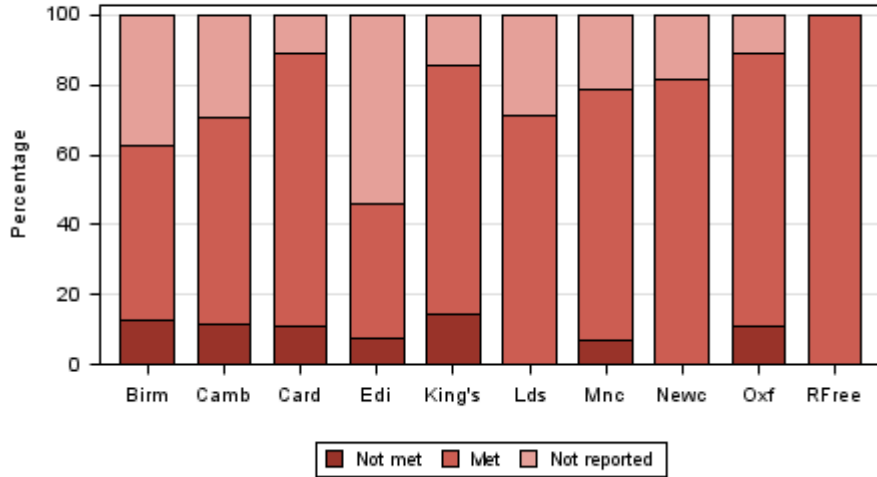


Fig. 6.4 Proportion of non-proceeding DCD donors attended by each abdominal NORS team where 3 hour stand-down time not met, met or not reported, last 6 months (up to Aug)



3.4. Objective 7 – Timely dispatch of retrieval teams to donor hospital

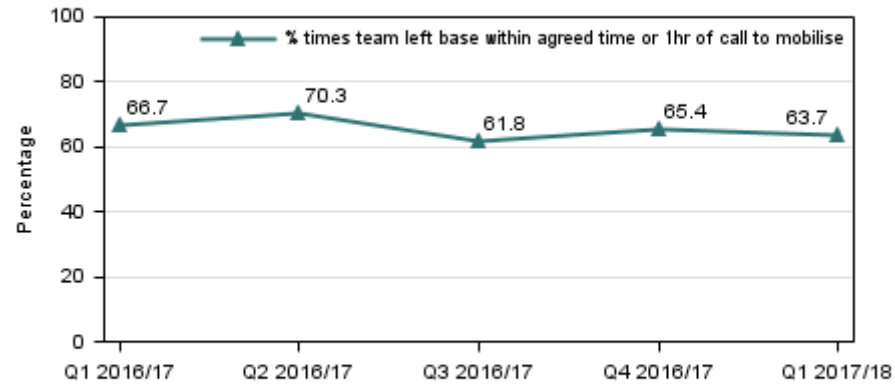
Table 7.1: Proportion of times NORS teams left base within the agreed time or within 1 hour of the call to mobilise

Retrieval team	Proportion of donor attendances where team left base within the agreed time or within 1 hour of the call to mobilise*					
	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	YTD 2017/18 (Apr-Aug)
Abdominal						
Birmingham	63.3	81.3	71.7	72.1	70.8	73.8
Cambridge	63.6	58.2	46.3	44.6	61.5	59.6
Cardiff	87.5	94.1	73.7	68.4	87.5	78.6
Edinburgh	82.5	73.0	73.3	66.7	64.0	64.0
King's College	62.7	72.9	58.8	65.8	59.7	61.8
Leeds	62.5	77.3	66.7	76.3	71.4	71.2
Manchester	83.8	79.1	65.0	73.7	68.4	67.2
Newcastle	75.0	69.8	72.3	68.6	80.9	77.6
Oxford	81.1	76.3	81.6	68.2	71.9	67.9
Royal Free	35.7	45.0	46.7	48.5	33.3	35.6
TOTAL	68.4	72.3	64.4	64.8	66.5	65.5
Cardiothoracic						
Birmingham	59.3	72.7	50.0	57.7	65.2	60.0
Glasgow	81.8	37.5	57.1	88.9	28.6	20.0
Harefield	71.4	65.2	46.4	59.0	58.3	62.2
Manchester	47.4	56.3	37.5	59.1	37.0	41.0
Newcastle	47.1	30.0	52.9	77.8	46.7	59.1
Papworth	62.5	78.3	65.8	77.8	69.0	66.0
TOTAL	61.2	62.7	53.1	67.3	54.4	55.2
TOTAL	66.7	70.3	61.8	65.4	63.7	63.1

*Time not reported in 6% of attendances. Note that a 15 minute margin has been applied to the SN-OD recorded agreed time.

Objective 7 – Timely dispatch of retrieval teams to donor hospital (continued)

Fig. 7.1 Proportion of times NORS teams left base within the agreed time or within 1 hour of the call to mobilise*



*Time not reported in 6% of attendances. Note that a 15 minute margin has been applied to the SN-OD recorded agreed time.

Table 7.2: Proportion of times NORS teams left base within the agreed time or within 1 hour of the call to mobilise, by Organ Donation Services Team

Organ Donation Services Team	Proportion of donor attendances where team left base within the agreed time or within 1 hour of the call to mobilise*					
	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	YTD 2017/18 (Apr-Aug)
Eastern	60.9	60.6	54.7	47.2	58.5	64.9
London	62.3	63.9	54.0	69.2	58.2	59.8
Midlands	69.1	71.9	56.8	66.0	59.1	56.7
North West	67.6	78.8	76.3	72.0	65.4	66.7
Northern	75.0	65.2	40.0	70.6	70.8	54.5
Northern Ireland	50.0	64.7	83.3	47.6	70.0	85.0
Scotland	76.2	66.7	66.7	72.3	57.1	56.8
South Central	70.4	78.0	63.0	65.1	63.9	58.7
South East	69.0	67.3	60.9	62.3	57.9	60.2
South Wales	80.0	78.9	64.7	68.0	92.9	80.0
South West	52.4	83.9	64.1	64.3	69.2	67.1
Yorkshire	65.9	65.9	60.8	71.4	70.9	66.7
TOTAL	66.7	70.3	61.8	65.4	63.7	63.1

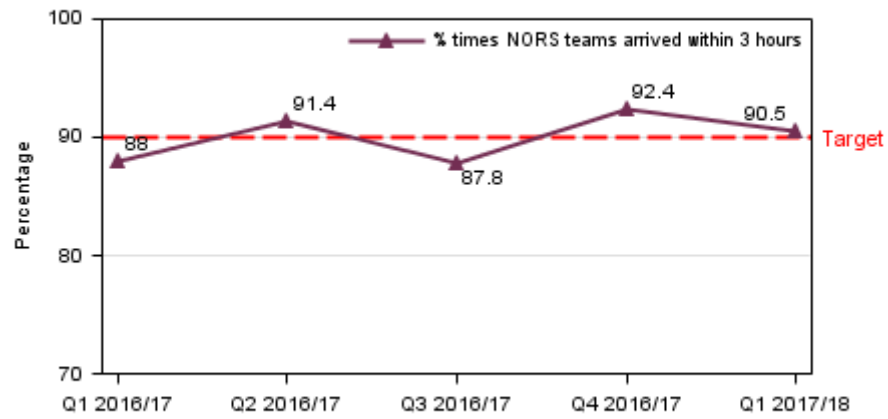
*Time not reported in 6% of attendances. Note that a 15 minute margin has been applied to the SN-OD recorded agreed time.

3.5. Objective 8 - Timely arrival of retrieval team at donor hospital

Table 8.1: Proportion of times each team arrived at the donor hospital within 3 hours of leaving base

Retrieval team	Proportion of donor attendances where team arrived within 3 hours of leaving base*					
	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	YTD 2017/18 (Apr-Aug)
Abdominal						
Birmingham	74.5	91.8	85.5	93.0	87.8	90.1
Cambridge	92.9	96.4	87.3	93.0	90.8	89.9
Cardiff	100.0	82.4	89.5	85.0	83.3	82.1
Edinburgh	87.2	91.9	86.7	92.3	88.0	88.0
King's College	90.4	90.1	89.5	94.9	93.5	95.1
Leeds	96.9	95.7	95.6	100.0	100.0	100.0
Manchester	94.7	95.3	95.3	100.0	97.4	96.6
Newcastle	88.7	93.0	79.6	92.2	87.5	87.0
Oxford	94.6	87.2	89.5	93.2	96.9	98.1
Royal Free	85.7	100.0	100.0	87.9	85.2	88.9
TOTAL	89.4	92.5	89.3	93.7	91.5	92.3
Cardiothoracic						
Birmingham	92.6	100.0	91.7	92.6	91.3	94.1
Glasgow	72.7	62.5	57.1	66.7	71.4	66.7
Harefield	89.3	87.0	92.9	90.0	95.8	94.6
Manchester	78.9	87.5	83.3	90.9	92.6	89.7
Newcastle	66.7	80.0	58.8	83.3	80.0	81.8
Papworth	87.1	87.0	84.2	91.7	79.3	84.9
TOTAL	83.6	87.4	82.6	88.8	87.2	87.5
TOTAL	88.0	91.4	87.8	92.4	90.5	91.2

*Travel time not reported in 5% of attendances.

Objective 8 – Timely arrival of retrieval team at donor hospital (continued)**Fig. 8.1 Proportion of times NORS teams arrived at donor hospital within 3 hours of leaving base**

3.6. Objective 9 – Minimise wait at donor hospital prior to retrieval

Fig. 9.1 Wait at donor hospital to start retrieval - proceeding DBD abdominal team attendances

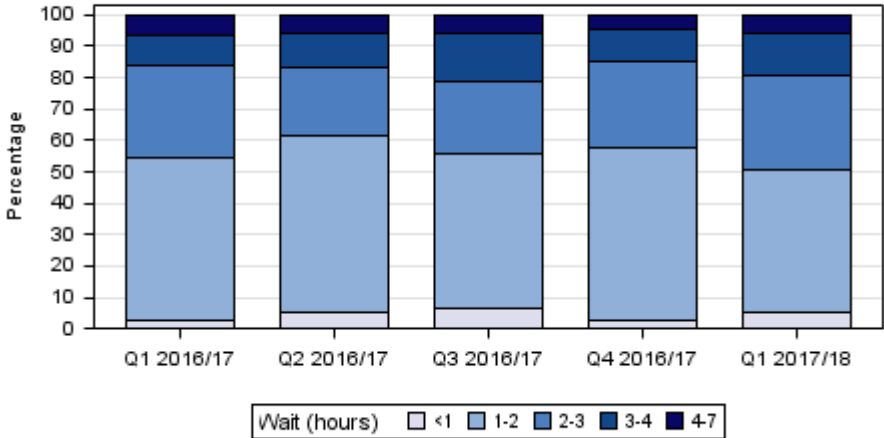


Fig. 9.2 Wait at donor hospital for treatment withdrawal - potential DCD abdominal team attendances

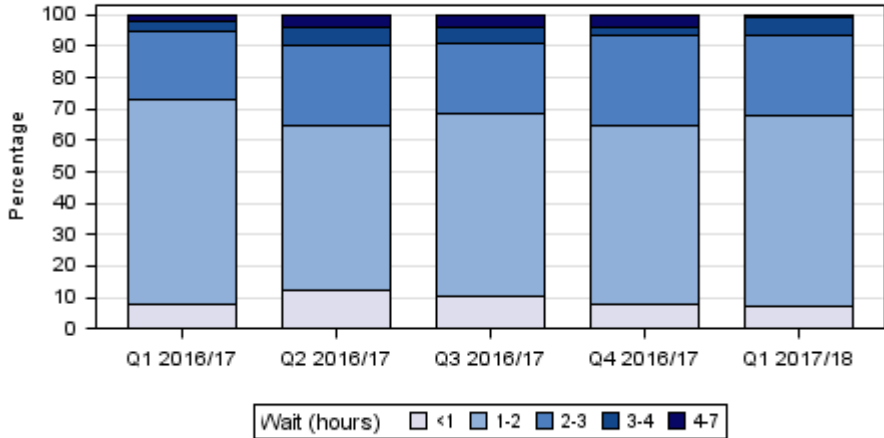


Fig. 9.3 Wait at donor hospital to start retrieval - proceeding DBD cardiothoracic team attendances

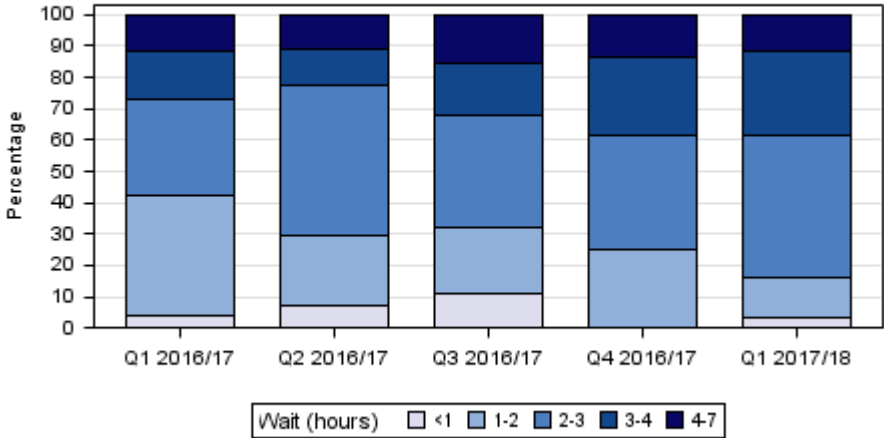
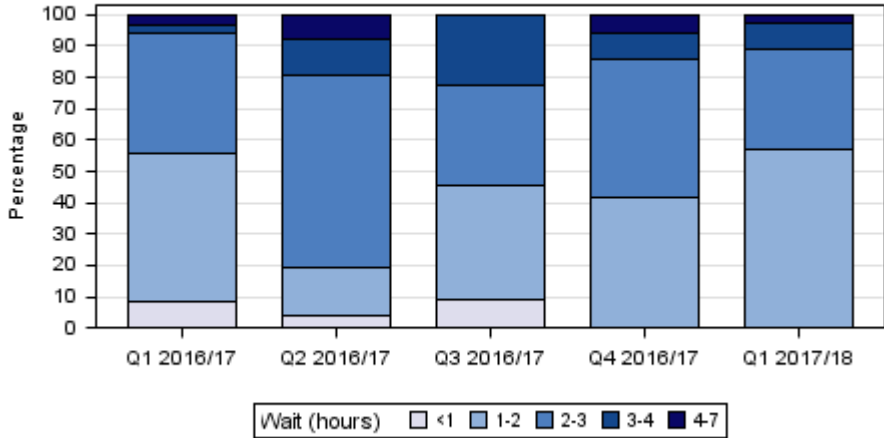


Fig. 9.4 Wait at donor hospital for treatment withdrawal - potential DCD cardiothoracic team attendances



Note: Wait could not be calculated in 7% of attendances. Comments recorded on the Retrieval Team Information form indicate that common causes of delays at the donor hospital include waiting for another retrieval team to arrive, waiting for theatre space or anaesthetists, delays in organ offering, delays caused by use of organ preservation technologies, verification of brain stem death test results and delays in getting recipients ready for transplantation.

Objective 9 – Minimise wait at donor hospital prior to retrieval (continued)**Table 9.1: Extended wait at donor hospital to start the retrieval (DBD) or for treatment withdrawal (DCD)***

	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	YTD 2017/18 (Apr-Aug)
Proceeding DBD Abdominal						
No. attendances where team waited 3+ hrs	30	31	47	32	39	68
% of attendances	15.8	16.8	21.3	15.1	19.5	20.2
Potential DCD Abdominal						
No. attendances where team waited 3+ hrs	11	18	19	14	13	18
% of attendances	5.3	9.7	9.2	6.6	6.1	5.9
Proceeding DBD Cardiothoracic						
No. attendances where team waited 3+ hrs	19	12	23	23	24	39
% of attendances	26.8	22.2	31.9	38.3	38.7	39
Potential DCD Cardiothoracic						
No. attendances where team waited 3+ hrs	2	5	5	5	4	6
% of attendances	5.9	19.2	22.7	13.9	10.8	12.2
TOTAL						
No. attendances where team waited 3+ hrs	62	66	94	74	80	131
% of attendances	12.3	14.7	18	14.3	15.7	16.5

*Wait could not be calculated in 7% of attendances.

3.7. Objective 10 – Monitor activity across NORS teams

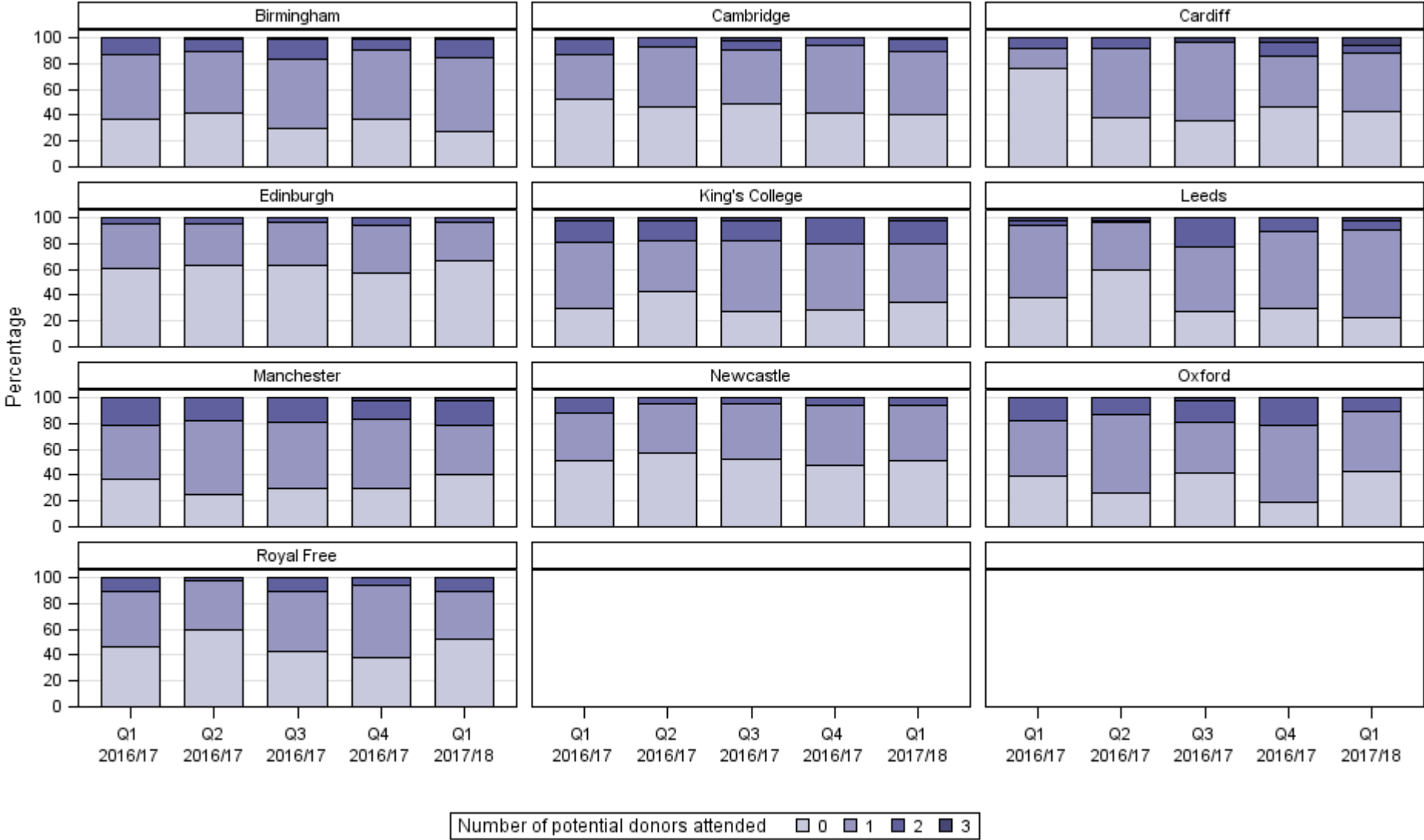
Table 10.1: Proportion of days each NORS team spent attending at least one potential donor when on call*

Retrieval team	Proportion of days spent attending at least one potential donor when on call					
	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	YTD 2017/18 (Apr-Aug)
Abdominal						
Birmingham	63.6	58.8	70.3	62.9	72.4	71.0
Cambridge	47.3	53.3	51.1	57.8	59.3	60.8
Cardiff	24.0	62.5	64.3	53.6	57.6	47.8
Edinburgh	39.6	37.0	37.0	43.3	33.0	30.1
King's College	70.3	57.6	72.8	71.1	65.9	64.7
Leeds	62.2	40.4	72.7	70.2	77.3	73.7
Manchester	63.0	75.6	70.8	69.8	59.6	55.8
Newcastle	48.4	42.4	47.8	52.2	48.4	46.4
Oxford	60.9	73.3	58.3	81.4	57.4	58.4
Royal Free	53.3	40.4	56.8	61.7	47.7	48.7
OVERALL	54.0	52.0	58.1	60.8	56.4	54.9
Cardiothoracic						
Birmingham	52.2	48.9	50.0	53.5	44.7	45.5
Glasgow	24.4	25.5	20.5	21.3	20.5	22.4
Harefield	56.5	46.7	45.8	72.1	51.1	57.1
Manchester	44.4	34.0	45.5	46.8	59.1	50.0
Newcastle	30.4	20.0	35.4	41.9	40.4	36.4
Papworth	51.1	44.7	65.9	57.4	54.5	57.9
OVERALL	43.2	36.6	43.8	48.5	45.1	44.9

*Only on call donor attendances are included.

Objective 10 – Monitor activity across NORS teams (continued)

Fig. 10.1 Proportions of days each abdominal NORS team spent attending different numbers of potential donors when on call



Objective 10 – Monitor activity across NORS teams (continued)

