# Board Performance Report
# Performance Report

## For the period ended 28th February 2018

| | Status | Trend | Comments |
|---|---|---|---|
| **Blood Components** | Red | Red | We remained unable to re-build stock levels. Bad weather in early March has now resulted in stocks falling to unprecedentedly low levels of c16-17k by mid-March. Forecasts suggest that stocks are unlikely to recover by Easter and will not get to target levels before June. |
| **DTS** | Green | Green | The income trend in TAS, RCI and SCDT continues to be positive with year to date income growth of 10% for DTS overall. There have now been 223 adult donor BBMR provisions versus 196 planned year to date (with international issues accounting for the majority of the improvement). Cornea stocks decreased to 285 units by the end of February. |
| **ODT** | Amber | Green | There were 129 deceased donors in February. The number of deceased donors year to date is now 2.2% ahead of plan and 11% higher than last year. The number of deceased transplants is now 3.3% lower than plan year to date but 8% higher than last year. Living Donors (reported one month in arrears) are 27% lower than plan in the year to date. |
| **Corporate** | Green | Green | Despite ongoing winter condition, sickness absence remained unchanged this month at 3.7% (vs 3.7% in January). |
| **Finance** | Green | Amber | NHSBT is reporting a year to date deficit of £4.7m, £4.4m better than plan. The forecast for 2017/18 is a £10.0m deficit (versus £15.3m planned). The 5-year projection for Blood continues to be very fluid and dependent in the short term on the way forward for CSM. |
| **Change Programme** | Red | Red | The overall transformation programme continues to report at red status. The CSM project (forecast spend to end March 2018 is £22.1m), continues to report at red status along with the Desktop Modernisation, Networks and Telephony and NTMRL database upgrade projects. |

## NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 28 FEBRUARY 2018

| Income | Plan WTE (Ave YTD) | Actual WTE at period end | Year to date Budget £k | Year to date Actual £k | Year to date Variance £k | 2016-17 Actual £k | Full Year Budget £k | Forecast £k |
|---|---|---|---|---|---|---|---|---|
| Revenue Cash Limit - Organ Donation & Transplantation | | | 56,766 | 56,766 | 0 | 61,697 | 61,927 | 61,927 |
| Revenue Cash Limit - Diagnostic and Therapeutic Services | | | 3,826 | 3,826 | 0 | 4,173 | 4,173 | 4,173 |
| Blood & Components Income | | | 236,381 | 235,540 | (841) | 262,506 | 257,730 | 258,008 |
| Diagnostic and Therapeutic Services Income | | | 62,533 | 64,892 | 2,359 | 65,377 | 68,507 | 70,923 |
| Research & Development | | | 1,009 | 1,470 | 461 | 1,985 | 1,101 | 857 |
| Organ Donation & Transplantation Other Income | | | 11,056 | 10,971 | (85) | 11,544 | 12,062 | 11,975 |
| All Other Income | | | 6,416 | 6,478 | 62 | 7,266 | 7,001 | 6,718 |
| **Total Income** | | | **377,987** | **379,943** | **1,955** | **414,548** | **412,500** | **414,581** |
| **Expenditure** | | | | | | | | |
| Cost of Sales - Blood Component Stock Movement | | | 598 | (1,459) | (2,057) | (143) | 0 | (1,182) |
| Cost of Sales - Tissues Stock Movement | | | 0 | (118) | (118) | 42 | 0 | (150) |
| Organ Donation & Transplantation: Operational Expenditure | 404 | 401 | (54,621) | (54,483) | 139 | (60,062) | (59,601) | (59,895) |
| Organ Donation & Transplantation: Change Programme | 4 | 15 | (4,525) | (4,229) | 296 | (5,216) | (6,526) | (5,198) |
| Blood Supply: Manufacturing, Testing & Issue | 787 | 745 | (62,170) | (62,508) | (338) | (69,589) | (67,484) | (67,989) |
| Blood Supply: Blood Donation | 1,410 | 1,418 | (66,554) | (65,669) | 885 | (76,577) | (72,309) | (71,807) |
| Blood Supply: Logistics | 349 | 335 | (18,994) | (19,098) | (105) | (21,175) | (20,649) | (20,734) |
| Diagnostic and Therapeutic Services | 849 | 810 | (55,997) | (56,723) | (726) | (60,293) | (61,125) | (62,329) |
| Quality | 83 | 87 | (4,615) | (4,589) | 25 | (4,783) | (5,023) | (5,035) |
| Chief Executive and Board | 3 | 4 | (569) | (584) | (15) | (623) | (621) | (635) |
| Communications | 73 | 72 | (6,694) | (6,660) | 34 | (7,397) | (7,363) | (7,363) |
| Estates & Facilities | 77 | 76 | (35,262) | (35,303) | (40) | (40,182) | (39,212) | (39,366) |
| Finance | 98 | 92 | (5,113) | (5,134) | (21) | (5,760) | (5,573) | (5,616) |
| Business Transformation Services | 27 | 23 | (1,524) | (1,283) | 241 | (1,588) | (1,662) | (1,386) |
| People | 133 | 120 | (7,067) | (6,394) | 673 | (7,529) | (7,710) | (7,068) |
| Information Communication Technology | 169 | 172 | (20,910) | (21,612) | (702) | (20,661) | (22,814) | (23,643) |
| Clinical Directorate | 181 | 167 | (13,049) | (12,711) | 339 | (14,014) | (14,168) | (13,758) |
| Research & Development | 33 | 41 | (3,604) | (4,101) | (497) | (5,627) | (4,443) | (4,443) |
| Change Programme (Blood & Corporate) | 7 | 34 | (24,937) | (20,427) | 4,509 | (17,850) | (27,842) | (24,975) |
| Miscellaneous and Capital Charges | | | (1,398) | (1,522) | (124) | (439) | (2,137) | (1,981) |
| **Total Expenditure** | **4,685** | **4,612** | **(387,005)** | **(384,608)** | **2,396** | **(419,467)** | **(426,263)** | **(424,553)** |
| **Surplus/(Deficit)** | | | **(9,017)** | **(4,666)** | **4,352** | **(4,919)** | **(13,762)** | **(9,972)** |

| Statutory Accounts Presentation | Year to date Budget £k | Year to date Actual £k | Year to date Variance £k | 2016-17 Actual £k | Full Year Budget £k | Forecast £k |
|---|---|---|---|---|---|---|
| NHSBT Surplus/(Deficit) as above | (9,017) | (4,666) | 4,352 | (4,919) | (13,762) | (9,972) |
| Add back Notional Cost of Capital | 6,402 | 6,402 | 0 | 7,323 | 7,121 | 7,121 |
| Remove Revenue Cash Limit | (60,592) | (60,592) | 0 | (65,870) | (66,100) | (66,100) |
| Deduct Capital Charges Cash Payment | (16,082) | (16,082) | 0 | (17,292) | (17,544) | (17,544) |
| Net Expenditure | (79,289) | (74,938) | 4,352 | (80,758) | (90,285) | (86,495) |

A deficit of £2.2m was reported in February, marginally worse than plan.

Year to date NHSBT is reporting a deficit of £4.7m versus a planned deficit of £9.0m. This is driven by a favourable DTS contribution (£1.5m higher income in TAS, SCDT and RCI), an in-year VAT return (£1.8m), lower change programme costs in both Blood/Group (£4.5m) and also lower ODT costs (£0.3m), being partially offset by lower Blood Component income (£0.8m) and an adverse costs of sales position (£2.1m, red cells lower than planned).

The current forecast for the year is a £10.0m deficit (versus £13.8m budgeted). This is lower than the forecast last month, mainly reflecting lower ODT expenditure (£0.6m), lower change programme spend (£0.3m) , increase to Blood Component income (£1.5m), partially offset by an adverse Cost of Sales (£0.4m, red cells).

Balance sheet - current assets were £55.9m at the end of February 2018 with a cash balance of £53.3m (including capital charges payable of £7.3m). The projected year end cash balance is £1.6m higher this month at £31.6m.

Debtor days were at 24 in February, which is worse than last month (January 22 days) and above target (22 days).

## NHSBT CASH FLOW - FORECAST 2017/18

| | Actual Apr-17 £k | Actual May-17 £k | Actual Jun-17 £k | Actual Jul-17 £k | Actual Aug-17 £k | Actual Sep-17 £k | Actual Oct-17 £k | Actual Nov-17 £k | Actual Dec-17 £k | Actual Jan-18 £k | Actual Feb-18 £k | Forecast Mar-18 £k | Total £k |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Opening bank balance** | **32,755** | **30,381** | **51,874** | **37,988** | **50,333** | **54,137** | **51,918** | **48,521** | **50,507** | **49,920** | **51,111** | **53,281** | **32,755** |
| Receipts | | | | | | | | | | | | | |
| Debtors & Other Receipts | 19,729 | 34,209 | 25,544 | 35,518 | 32,118 | 28,783 | 34,402 | 29,645 | 30,683 | 31,510 | 28,658 | 33,383 | 364,182 |
| Revenue Cash Limit | 0 | 16,525 | 0 | 5,508 | 5,508 | 5,509 | 5,508 | 5,508 | 5,509 | 5,508 | 5,508 | 5,509 | 66,100 |
| Capital Cash Limit | 0 | 0 | 0 | 2,500 | 0 | 0 | 2,000 | 0 | 0 | 0 | 1,000 | 1,000 | 6,500 |
| **Total income** | **19,729** | **50,734** | **25,544** | **43,526** | **37,626** | **34,292** | **41,910** | **35,153** | **36,192** | **37,018** | **35,166** | **39,892** | **436,782** |
| Payments | | | | | | | | | | | | | |
| Staff Expenses | 9,778 | 16,766 | 16,853 | 16,745 | 16,520 | 17,999 | 17,230 | 17,055 | 16,628 | 16,439 | 16,549 | 22,933 | 201,495 |
| Other Revenue Payments | 12,241 | 11,980 | 22,306 | 14,270 | 17,040 | 18,425 | 19,105 | 15,967 | 19,729 | 18,530 | 15,928 | 26,872 | 212,393 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 8,772 | 0 | 0 | 0 | 0 | 8,772 | 17,544 |
| Capital Payments | 84 | 495 | 271 | 166 | 262 | 87 | 200 | 145 | 422 | 858 | 519 | 2,991 | 6,500 |
| **Total costs** | **22,103** | **29,241** | **39,430** | **31,181** | **33,822** | **36,511** | **45,307** | **33,167** | **36,779** | **35,827** | **32,996** | **61,568** | **437,932** |
| **Closing bank balance** | **30,381** | **51,874** | **37,988** | **50,333** | **54,137** | **51,918** | **48,521** | **50,507** | **49,920** | **51,111** | **53,281** | **31,605** | **31,605** |

| | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Debtor Days (Target is 22 days)** | 28 | 20 | 24 | 20 | 19 | 27 | 23 | 26 | 26 | 22 | 24 | |
| **YTD BPPC By Value % (Target is 95%)** | 99.0% | 97.3% | 98.3% | 98.6% | 98.5% | 98.6% | 98.6% | 98.7% | 98.7% | 98.3% | 98.3% | |
| **YTD BPPC By Number % (Target is 95%)** | 97.8% | 97.9% | 98.3% | 98.2% | 98.1% | 97.9% | 98.0% | 97.8% | 97.8% | 97.1% | 96.9% | |

| **Top 5 & Other Overdue Debtors NBS/ODT £000's** | **Total Overdue £000's** | **1-30 Days overdue £000's** | **31-60 Days overdue £000's** | **61-90 Days overdue £000's** | **>90 Days overdue £000's** | **Comments** |
|---|---|---|---|---|---|---|
| Imperial College Healthcare NHS Trust | 1,249 | 508 | 329 | 334 | 78 | Invoices not authorised for payment |
| King's College Healthcare NHS Trust | 1,005 | 519 | 95 | 92 | 299 | Invoices not authorised for payment |
| St Georges University Hospitals NHS Foundation Trust | 756 | 283 | 371 | 1 | 101 | Invoices not authorised for payment |
| Buckinghamshire Healthcare NHS Trust | 695 | 126 | 22 | 53 | 494 | Invoices not authorised for payment |
| Bart's Health NHS Trust | 689 | 675 | -25 | 8 | 31 | £667k received 01/03 - remainder invoices not authorised |
| **Total 5 Overdue Debtors** | **4,394** | **2,111** | **792** | **488** | **1,003** | |
| Other Debtors | 10,613 | 4,167 | 2,508 | 1,024 | 2,914 | |
| **Total Overdue Debtors** | **15,007** | **6,278** | **3,300** | **1,512** | **3,917** | |

**Note:**

i) The majority of the >90 day debt (£3.9m) , consists of NHS customers (£2.9m); with the remainder split between Academic (£0.5m) and Commercial (£0.4m) customers - these debts are being actively pursued, with the majority of the outstanding Commercial debt, within this aged category, supported by an agreement that payment will be made by the end of March 2018.

# NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 28/02/2018

| Year to date Actual £m | Blood & Components inc. R&D | Diagnostics | | | | | Stem Cells | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | RCI | H&I | Reagents | IBGRL | Tissues | CMT | CBC | BBMR | CBB | TAS | ODT | TOTAL |
| **Income** | | | | | | | | | | | | | |
| Prices | 239.0 | 12.6 | 12.1 | 1.5 | 1.2 | 11.8 | 8.5 | - | 3.5 | 0.9 | 8.5 | - | 299.6 |
| Central Funding from DHAs | - | - | - | - | - | - | - | - | - | - | - | 10.8 | 10.8 |
| Grant in Aid | - | - | - | - | - | - | - | 0.0 | 1.6 | 2.1 | - | 56.8 | 60.4 |
| Other | 4.6 | 0.4 | 0.3 | - | - | - | 0.8 | 1.2 | 0.2 | 1.1 | 0.5 | 0.1 | 9.2 |
| **Total Income** | **243.6** | **12.9** | **12.4** | **1.5** | **1.2** | **11.8** | **9.2** | **1.2** | **5.2** | **4.1** | **9.0** | **67.7** | **379.9** |
| **Expenditure** | | | | | | | | | | | | | |
| Variable Costs | | | | | | | | | | | | | |
| Consumables | (37.4) | (0.9) | (3.3) | (0.4) | (0.2) | (1.6) | (1.7) | (0.4) | (0.6) | (0.5) | (3.2) | (3.2) | (53.5) |
| Other | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **Total Variable Costs** | (37.4) | (0.9) | (3.3) | (0.4) | (0.2) | (1.6) | (1.7) | (0.4) | (0.6) | (0.5) | (3.2) | (3.2) | (53.5) |
| **Variable Contribution** | **206.2** | **12.0** | **9.2** | **1.1** | **0.9** | **10.2** | **7.5** | **0.8** | **4.6** | **3.6** | **5.8** | **64.5** | **326.4** |
| Direct Costs | | | | | | | | | | | | | |
| Pay | (79.2) | (6.8) | (5.8) | (0.7) | (1.1) | (6.0) | (3.7) | (0.7) | (1.2) | (2.0) | (2.4) | (23.2) | (132.8) |
| Non Pay | (19.5) | (0.6) | (0.9) | (0.1) | (0.2) | (2.7) | (0.7) | (0.3) | (0.9) | (0.4) | (0.7) | (28.7) | (55.7) |
| **Total Direct Costs** | (98.7) | (7.4) | (6.8) | (0.8) | (1.2) | (8.7) | (4.4) | (1.0) | (2.1) | (2.4) | (3.1) | (51.8) | (188.5) |
| **Direct Contribution** | **107.5** | **4.6** | **2.4** | **0.3** | **(0.3)** | **1.5** | **3.1** | **(0.3)** | **2.5** | **1.2** | **2.7** | **12.6** | **138.0** |
| Direct Support | | | | | | | | | | | | | |
| Operational Directorate costs | (5.2) | (0.2) | (0.2) | (0.0) | (0.0) | (0.2) | (0.1) | (0.0) | (0.1) | (0.0) | (0.1) | (1.3) | (7.3) |
| Logistics | (18.7) | (0.1) | (0.0) | (0.0) | - | (0.1) | (0.0) | - | (0.0) | (0.1) | (0.1) | (0.0) | (19.1) |
| Clinical | (8.0) | (0.4) | - | - | - | (0.2) | (0.1) | - | (0.2) | (0.1) | (0.3) | (0.9) | (10.1) |
| Attributable Estates costs | (19.8) | (1.2) | (0.8) | (0.1) | (0.4) | (1.3) | (1.2) | (0.0) | (0.2) | (0.2) | (0.1) | (1.1) | (26.4) |
| Attributable IT costs | (4.0) | (0.2) | (0.1) | (0.0) | (0.1) | (0.0) | (0.1) | - | (0.0) | (0.0) | (0.0) | (2.3) | (6.7) |
| Depreciation / Cost of Capital | (1.8) | (0.2) | (0.4) | (0.0) | (0.1) | (0.2) | (0.4) | (0.1) | (0.1) | (0.2) | (0.2) | (0.5) | (4.3) |
| **Total Direct Support** | (57.4) | (2.2) | (1.5) | (0.2) | (0.6) | (1.9) | (1.9) | (0.1) | (0.6) | (0.6) | (0.8) | (6.0) | (73.9) |
| Notional Internal Income Uplift | (1.9) | (0.1) | 1.9 | 0.2 | 0.3 | 0.1 | 0.0 | (0.0) | (0.5) | 0.0 | 0.0 | (0.0) | 0.0 |
| Cost of Sales | (1.5) | - | - | - | - | (0.1) | - | - | - | - | - | - | (1.6) |
| **Contribution to Unallocated Costs** | **46.7** | **2.4** | **2.8** | **0.3** | **(0.6)** | **(0.5)** | **1.2** | **(0.4)** | **1.4** | **0.6** | **2.0** | **6.6** | **62.5** |
| **Total Allocated Costs** | **(196.9)** | **(10.6)** | **(9.7)** | **(1.2)** | **(1.8)** | **(12.3)** | **(8.0)** | **(1.6)** | **(3.8)** | **(3.5)** | **(7.0)** | **(61.1)** | **(317.4)** |
| Unallocated Costs Apportioned | | | | | | | | | | | | | |
| Directorate costs | (19.2) | (0.9) | (0.9) | (0.1) | (0.2) | (1.1) | (0.7) | (0.1) | (0.3) | (0.3) | (0.6) | (5.8) | (30.2) |
| Estates costs | (5.7) | (0.3) | (0.3) | (0.0) | (0.0) | (0.3) | (0.2) | (0.0) | (0.1) | (0.1) | (0.2) | (1.7) | (8.9) |
| Depreciation / Cost of Capital | (2.1) | (0.1) | (0.1) | (0.0) | (0.0) | (0.1) | (0.1) | (0.0) | (0.0) | (0.0) | (0.1) | (0.6) | (3.4) |
| **Total Unallocated Costs** | (27.0) | (1.3) | (1.2) | (0.1) | (0.2) | (1.5) | (1.0) | (0.2) | (0.5) | (0.4) | (0.9) | (8.1) | (42.5) |
| **Operating Net Surplus / (Deficit)** | **19.7** | **1.1** | **1.6** | **0.2** | **(0.8)** | **(2.0)** | **0.2** | **(0.6)** | **1.0** | **0.1** | **1.1** | **(1.5)** | **20.0** |
| Transformation Costs | (20.4) | - | - | - | - | - | - | - | - | - | - | (4.2) | (24.7) |
| **Total Allocated Costs Inc Transformation** | **(217.4)** | **(10.6)** | **(9.7)** | **(1.2)** | **(1.8)** | **(12.3)** | **(8.0)** | **(1.6)** | **(3.8)** | **(3.5)** | **(7.0)** | **(65.3)** | **(342.1)** |
| **Net Surplus / (Deficit) Inc Transformation** | **(0.8)** | **1.1** | **1.6** | **0.2** | **(0.8)** | **(2.0)** | **0.2** | **(0.6)** | **1.0** | **0.1** | **1.1** | **(5.7)** | **(4.7)** |
| **RAG STATUS (Actuals V Plan)** | G | G | G | G | G | R | G | G | G | R | G | G | G |

**Notes:**

1 RAG Status: Year to date contribution vs Planned contribution by service (Green: >/= 0%, Amber: 0 to -5%, Red: >/= -5% (Materiality limit £100k))

| DIVISION | PILLAR | BLOOD 2020 – STRATEGIC TARGETS | YTD RAG | RAG CHANGE | PERFORMANCE |
|---|---|---|---|---|---|
| BLOOD | Blood Donation and the Donor Experience | 72% of blood donors scoring =/> 9/10 for satisfaction. | G | - | 77.8% vs plan of 75% – Chart 21. |
| | | No. of complaints per million donations | G | - | 0.39% vs plan of 0.44% – Chart 22 |
| | | % of whole blood donations in donor centres | G | - | Month at 20.2% (vs 19.2%) |
| | | % of 9 bed sessions | G | - | 71.3% vs plan of 80%. |
| | | Blood Donation Productivity: units/FTE/year | G | - | 1,392 vs plan of 1,412 – charts 29/30. |
| | | Number of Donors Donating over the last 12 months (000's) | R | - | 823.4k vs plan of 839.9k – Chart 23. |
| | | Frequency of Donation (overall) | G | -- | 1.861 (vs 1.850 planned) - (Chart 23). |
| | | Number of O- neg Donors donating last 12 months (000's) | R | - | 103.7k vs 107.4k planned – Chart 24. |
| | | Frequency of Donation (O neg donors) | A | - | 1.956 versus 1.904 planned – Chart 24. |
| | | Recruitment of new Ro donors - 7k | R | - | 3.5k versus 6.8k target |
| | Supply-Chain Operations | Red Cell Blood Stocks – Alert Levels | R | - | 2 alerts for B neg in Dec 2017– chart 14/15. |
| | | Platelet Demand vs. Stock levels | R | - | Stocks were above target – in the month. |
| | | Number of 'critical' and "major" regulatory non-compliances | G | - | None reported in the month. |
| | | 97% of Products Issued on Time | A | - | On target at 96.9% – chart 3. |
| | | Manufacturing Productivity (units/FTE/year) | A | - | 10.1k vs 10.3k planned – Chart 27. |
| | | Testing Productivity (units/FTE/year) | A | - | 29.4k vs plan of 29.7k – Chart 28. |

| DIVISION | PILLAR | BLOOD 2020 – STRATEGIC TARGETS | YTD RAG | RAG CHANGE | PERFORMANCE |
|---|---|---|---|---|---|
| BLOOD | Supply Chain Operations | 70 % hospitals scoring =/> 9/10 for satisfaction (chart 4). | - | - | December at 66%. Next survey March 2018 |

- **Red cell issues** in February were 1.4% higher than plan. In the year to date red cell issues are now equal to plan although 4.8% lower than last year.

- **Collections** were 4.0% lower than plan in the month and hence we were unable to build stock back to target levels and they remained at around 23-24k throughout the month. Bad weather in early March has resulted in stocks falling to historically low levels of around 16-17k through March (around 3.5 days). At a group level, O neg was been between 3-4 days stock through the month, however, following the fall in overall stocks in March, O neg, O pos and A pos have at times fallen below 3 day alert levels. At the time of writing B neg has fallen below the 2 day level.

- New collection targets have been issued to support recovery, however, based on appointment levels, the forecast is indicating that stocks are unlikely to recover before Easter and we would not expect to recover to target levels before June.

- The low stocks seen since December were driven primarily by under collection through the Autumn and, in turn, reflect a fall in the numbers of active donors. The total number of active whole blood donors, and the number of active O neg (and B neg) donors are both below plan, with the number of active O neg donors continuing at red status (charts 23 and 24). As a result, the donation frequency of O negative donors has continued to remain high (versus an aspiration to decrease it).

- Although demand is falling, due to the donor shortfall, collection capacity is being retained. Capacity utilisation is therefore declining and the increases in productivity anticipated by the Blood 2020 strategy targets (to close the gap to EBA top quartile benchmarks) will not be delivered in the short term. Allowance in the financial projection has been made for a significant increase in marketing costs and additional resources will also be put in place to handle the resulting increase in new donors attending as necessary. Based on current projections it is anticipated that the minimum number of active O neg donors needed will only be achieved in March 2019 with minimum O pos and B neg donor levels achieved in October 2018.

- The proportion of O neg issues to total issues was higher this month at 13.2%. In the year to date it remains at 13.4% versus 13.1% for full year 2016/17. ***Demand,*** however, appears to have now flattened off at ca 12.2% with supply pressure continuing to reflect the need to substitute $R_o$ units with O neg units (as noted in the OTIF comment below).

- OTIF in February was at the 97.0% target level with year to date at 96.9%. Excluding $R_o$ substitution OTIF in February would be at 98.3% with 43% of the OTIF misses being $R_o$ substitution and 'Timing Only' fails being 28% thereof.

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- Good work on maximising $R_o$ availability in hospital services has seen a near 100% issue of all validated units (ie in effect we are issuing all we have) but the gap to demand continues to grow (chart 8). In order to meet the increasing $R_o$ demand £1m has been set aside from transformation funds to support the recruitment of black donors although this funding has now been shifted to focus on overall recruitment. At the end of February the number of active black blood donors continues to be lower than target (11,579 vs 20,275) with a much lower conversion rate for new recruits being seen. A further £2m, in addition to another £1m of funding (so £3m in total), is being provided to support donor recruitment/attendance in 2018/19.

- The Easter stock build campaign for Blood Donation was launched on March 14th. We are appealing particularly to O-pos, O-neg and B-neg donors to make an appointment, and also those with rare blood types. We will be raising awareness via radio and on social media, as well as encouraging donors to make an appointment.

- The red cell loss rate was lower in February at 4.66%, although the year to date total (4.62%), remains higher than plan (3.60%) and also the previous year (3.86%). The red cell expiry rate was higher in February at 1.06% with the year to date (1.38%) higher than both last year (1.29%) and target (1.25%). 931 of the 1,193 Red Cell expiries in the month were group A neg (reflecting the ongoing need to manufacture pooled platelets in the absence of sufficient CD donors).

- Platelet stocks in February came under significant pressure with 16 out of 22 working days between 1-2 days stock. At a group level A neg was below the alert level on 1 day and AB neg stocks were below the alert for two consecutive days on two occasions. Early March has seen a continuation of the trend with overall stocks mostly between 1-2 days stock and, at a group level, A neg below the alert level on two consecutive days.

- Platelets issued/produced were higher in February at 90.39% albeit that the year to date (90.63%) is lower than the previous year (91.13%) and also plan (91.27%). Platelet expiry rate was, however, higher in February at 6.32%, although the year to date (5.91%) remained lower than the previous year (6.76%). The CD share of issued platelets was higher in February at 51.4% but with the year to date at 51.8% significantly lower than in the previous year (59.4%) as planned.

- Testing productivity was better this month at 30.0k, better than plan of 27.8k. At a site level Filton remained very high at 41.9k with Manchester at 18.3k. Manufacturing productivity was lower this month at 9.6k and marginally worse than plan (9.7k).

- The number of faints in the month was again worse this month at 177 versus target of 160. The number of rebleeds was also higher this month at 32 versus target of 30.

- Donor satisfaction fell in the month to 73.0% and below target (75%). Donor complaints (excluding those complaints related to consolidation / team closures and those related to cancellation of sessions) were worse this month at 5.2k and equal to plan. The primary drivers for complaints are “cancellation of session”, “slot availability”, “not seen at appointment time” and also “turned away”. An increase in complaints related to roll out of the new Continuous Care Model was also recorded.

- Sickness absence in logistics was much better this month at 4.0% and also M&L (3.5%). Blood Donation also improved to 5.9%.

- There were 4 SABRE events reported this month: 2 in manufacturing; 1 in Quality Management and 1 in Hospital Service/Logistics. At site level this was 3 in Colindale and 1 at Tooting).

- There was an MHRA inspection at Basildon on February 20th - 21st and no major / critical non-compliances were reported.

- The demand forecast for red cells in 2017/18 has remained at 1.442m units, lower than the level agreed with NCG of 1.461m units. The demand forecast for 2018/19 has been increased to 1.398m units (vs 1.390m last month) and equal to that agreed with the NCG in early November. Platelet demand has remained broadly unchanged at 260k units for all years from 2017/18 through to 2019/20. A full reforecast will be undertaken in May 2018.

| Year | 2016-17 actual | 2017-18 forecast | 2018-19 forecast | 2019-20 forecast | 2020-21 forecast | 2021-22 forecast |
|---|---|---|---|---|---|---|
| **Red cell issues (million)** | 1.522 | 1.442 | 1.398 | 1.348 | 1.282 | 1.231 |
| **% change vs 2016/17** | - | -5.4% | -8.3% | -11.4% | -15.9% | -19.3% |

- The 5-year financial projection continues to be very fluid driven, in particular, by the cost, timescale and impact of CSM and demand assumptions with regard to both red cells and platelets, but also by the removal of the 1% pay inflation cap in 2018/19 and higher marketing costs. The budget build process has been positive with an additional £5m of savings over and above existing plans secured. This has reduced pressure on price increases in 2019/20 onwards with an increase of 2% now being projected for 2019/20.

**Blood Supply - Status of Strategic Projects per TPB reporting:**

| Project title | Status | This RAG | Last RAG | Approved Cost (£m's) | F/Cast Cost (£m's) | F/cast Benefit (£m's) | Planned to complete | F/Cast to complete |
|---|---|---|---|---|---|---|---|---|
| Supply Chain Modernisation (National Operations) | Delivery | G | A | 6.5 | 6.5 | 1.4 | Oct 17 | Mar 18 |
| Core Systems Modernisation | Delivery | R | R | 11.4(i) (1.6) | 14.5 | 1.2 | Jan 20 | Dec 19 |
| Euro Blood Pack 2 | Delivery | G | G | 0.4 | 0.3 | 0.8 | Aug 18 | Jun 18 |
| Leicester Mobile Team Base & Donor Centre Relocation | Delivery | A | A | 1.2 | 1.2 | 0.1 | May 18 | Nov 18 |
| HEV Universal Screening | Delivery | G | G | N/A(ii) | N/A | N/A | Jul 18 | Jul 18 |
| SotF – Continuous Care | Delivery | G | G | 0.8 | 0.8 | 1.4 | Apr 19 | Apr 19 |
| SotF – Unconstrained Supply Plan | Delivery | G | G | 0.5 | 0.5 | N/A | Nov 18 | Nov 18 |
| E-Rostering | Delivery | G | G | 0.2 | 0.2 | N/A | Apr 18 | Jul 18 |
| NTMRL Database Upgrade | Delivery | R | G | 0.1 | 0.1 | N/A | Jan 18 | May 18 |
| West End Donor Centre Expansion | Start-Up | G | G | 0.8 | 0.8 | 0.4 | Jan 19 | Jan 19 |
| Logistic Review Programme | Start-Up | G | A | 6.0 | 6.0 | 5.9 | N/A | Oct 21 |

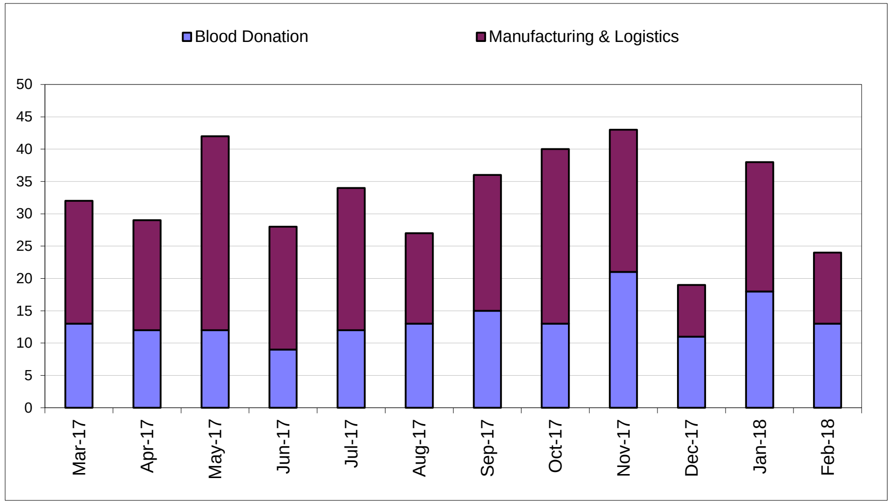
**Notes:**

i) This is the non-recurring figure for 2017/18. Recurring figure in brackets.
ii) No project budget required – contract related costs are not part of project budget.

# Monthly Performance Report - As at the end of February 2018

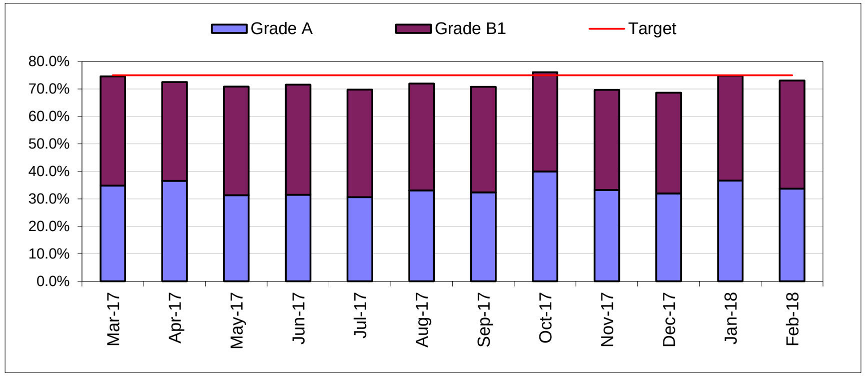
# Blood Components - Safety and Compliance

## 1. Major QIs raised per month - Blood Supply Directorate




## 2. % of Patients Receiving Grade A or B1 HLA Matched Platelets

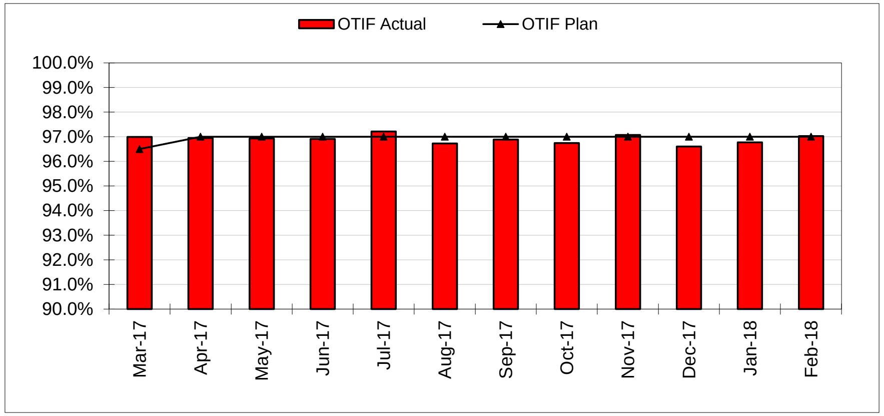
| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| % of patients receiving A or B1 platelets | 75.0% | 75.0% | 71.8% | A | - |




# Blood Components - Blood Collection: Customer Service

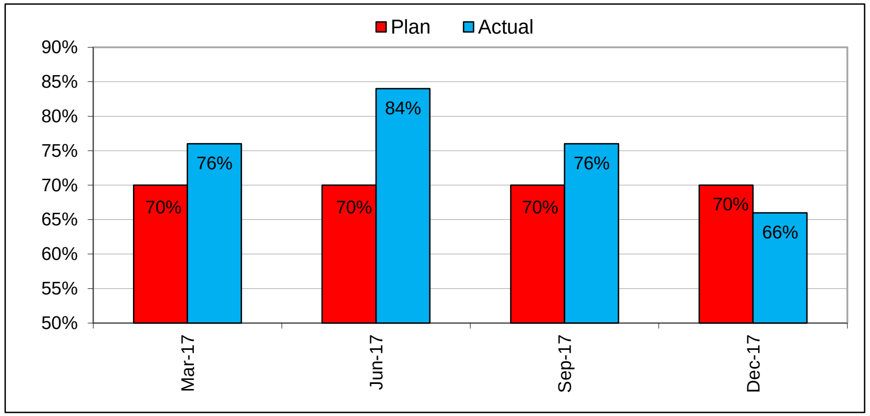
## 3. Percentage of Products Issued OTIF

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| % On Time In Full delivery | 97.00% | 97.00% | 96.89% | A | - |

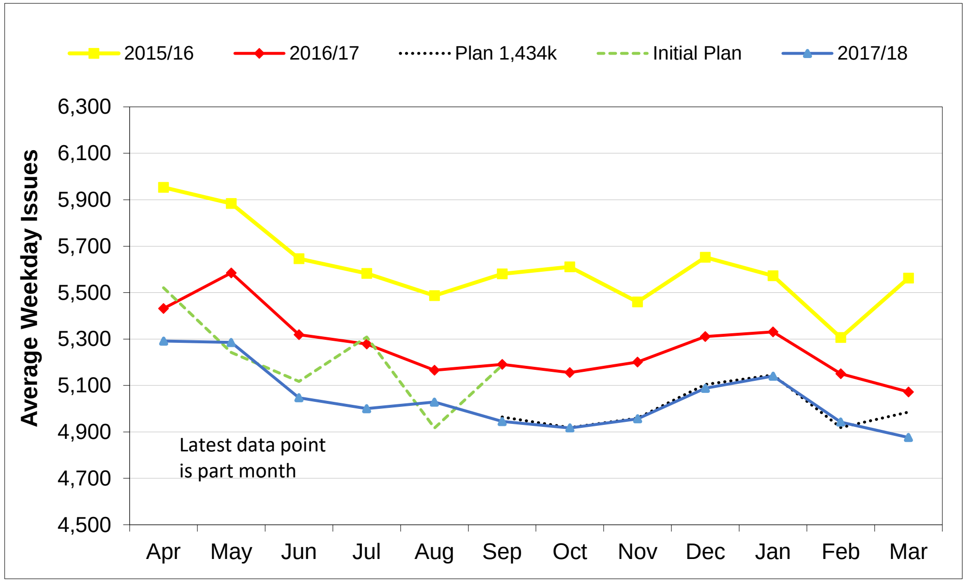



## 4. Hospital Satisfaction

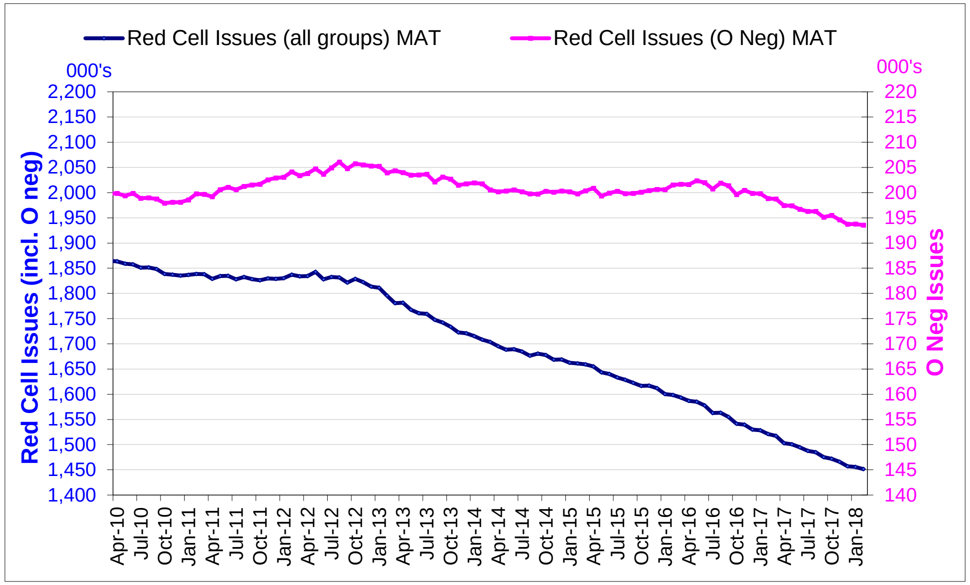
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Hospitals rating satisfaction at >/=9/10 | 70% | 70% | 66% | A | Worse |



## 5. Average Weekday Red Cell Issues By Month ->April 2015



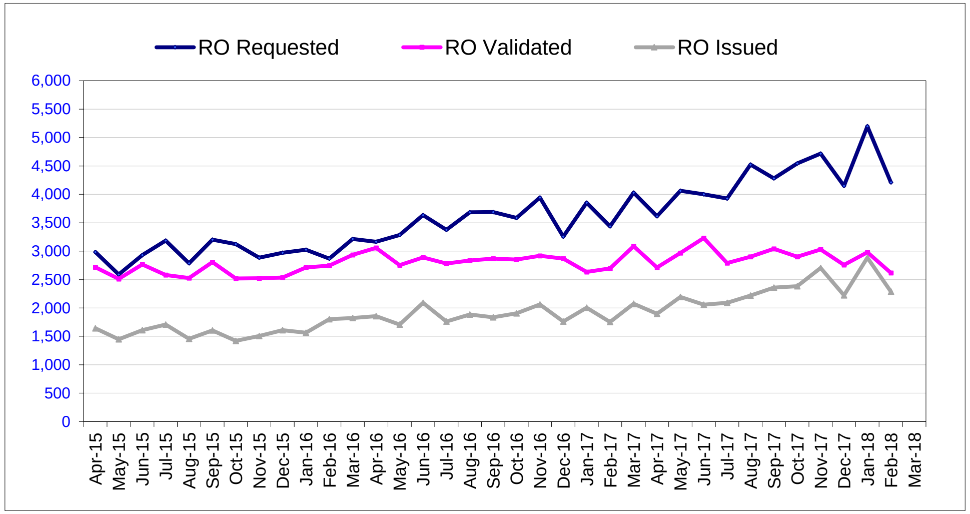

## 6. MAT Red Cells and O Neg Issues (Adult Equivalant Units) - 000's




## 7. Red Cell Supply - Year to Date by Blood Group

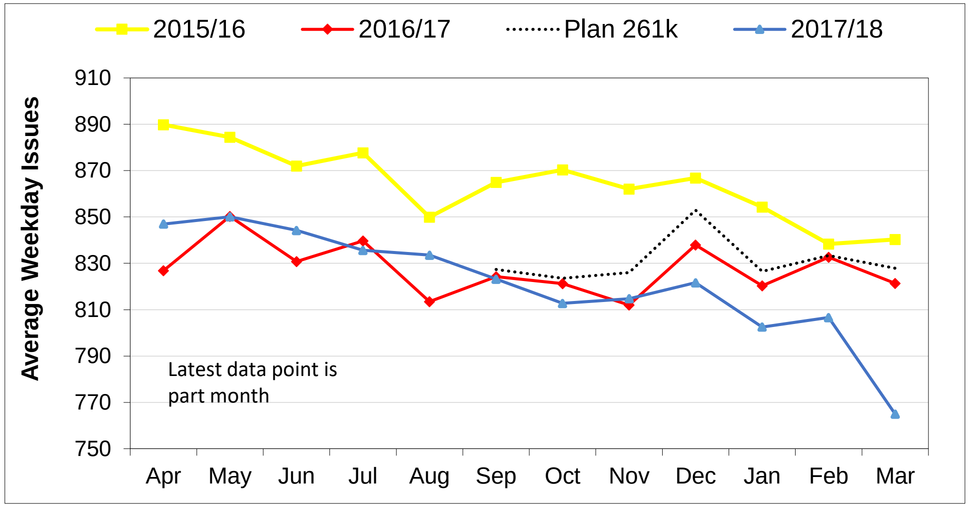
| Blood Group | 2017/18 - YTD Feb 2018 | 2016/17 - YTD Feb 2017 | Change |
|---|---|---|---|
| O Pos | 471,420 | 495,129 | -4.8% |
| A Pos | 392,448 | 413,819 | -5.2% |
| O Neg | 176,520 | 181,731 | -2.9% |
| A Neg | 105,133 | 113,306 | -7.2% |
| B Pos | 104,348 | 109,294 | -4.5% |
| B Neg | 32,945 | 34,260 | -3.8% |
| AB Pos | 28,765 | 29,548 | -2.6% |
| AB Neg | 10,412 | 11,005 | -5.4% |
| **Total** | **1,321,991** | **1,388,091** | **-4.8%** |

## 8. RO Red Cells Requested, Validated and Issued

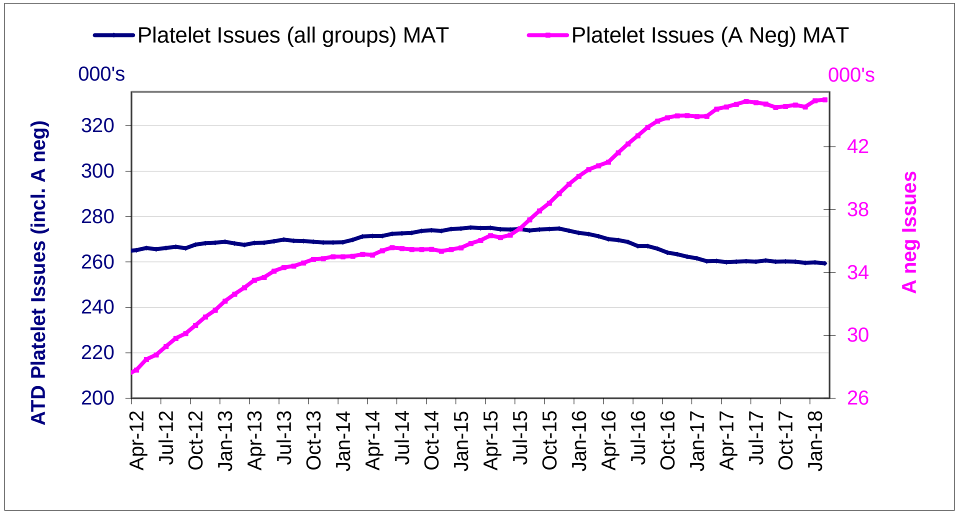


# Monthly Performance Report - As at the end of February 2018
# Blood Components - Platelet Issues

## 9. Average Weekday Platelet Issues By Month ->April 2014

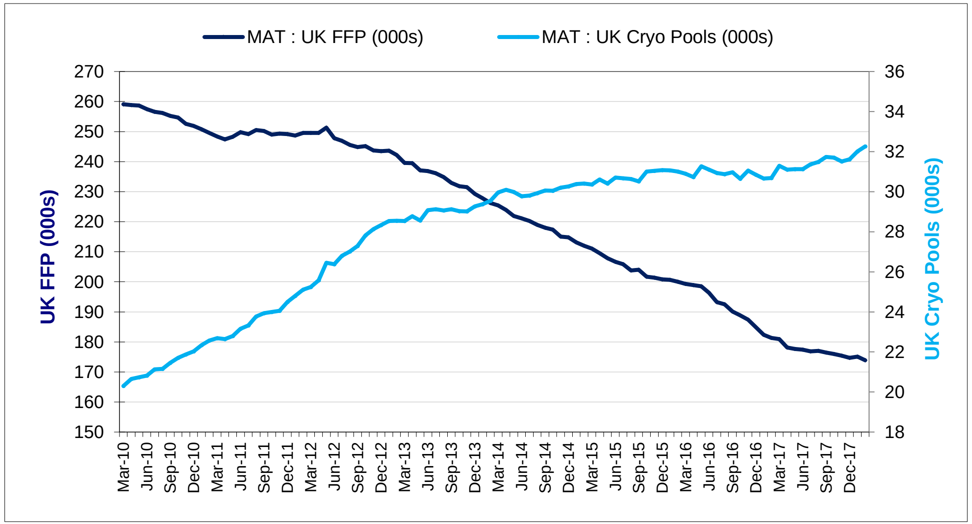



## 10. MAT Platelet and A Neg Issues (Adult Therepeutic Doses) - 000's

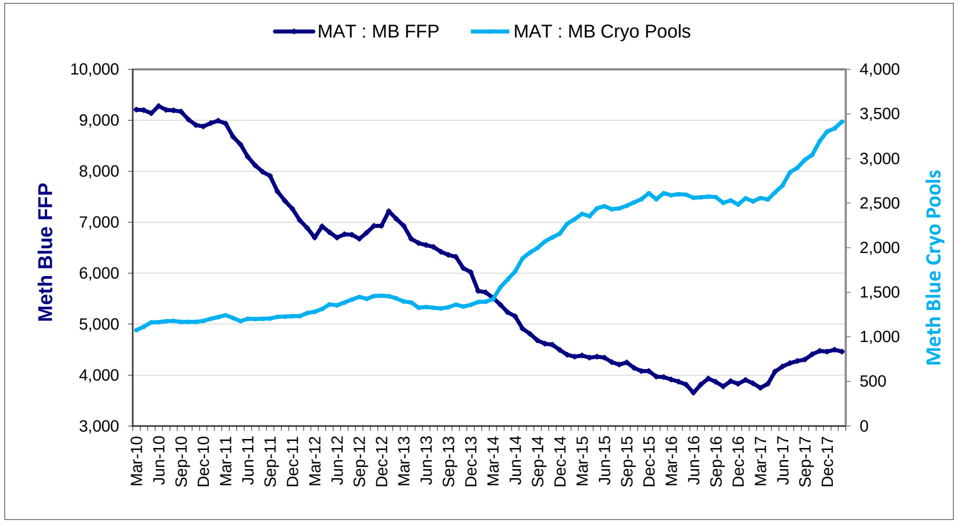



# Blood Components - Frozen Component Issues

## 11. MAT UK (Non MB) FFP and UK (Non MB) Cryo Pools - 000's

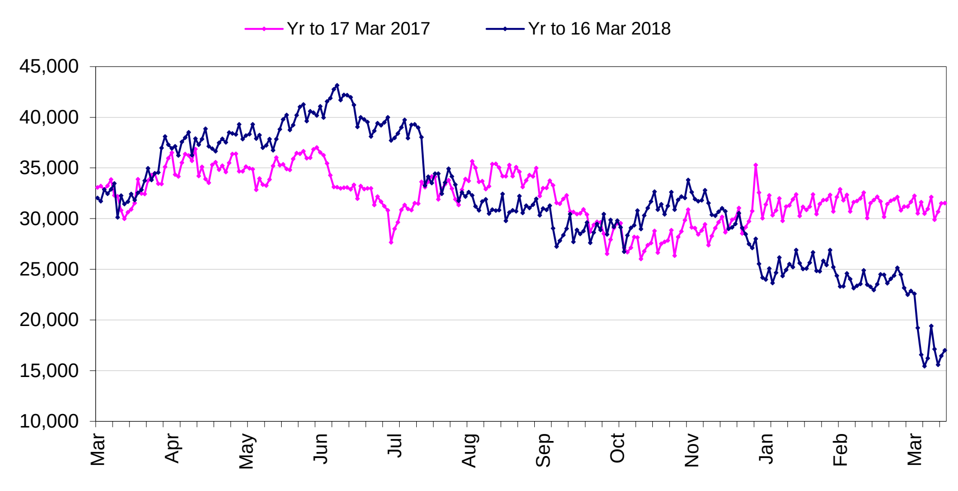



## 12. MAT Meth Blue FFP and Meth Blue Cryo Pools

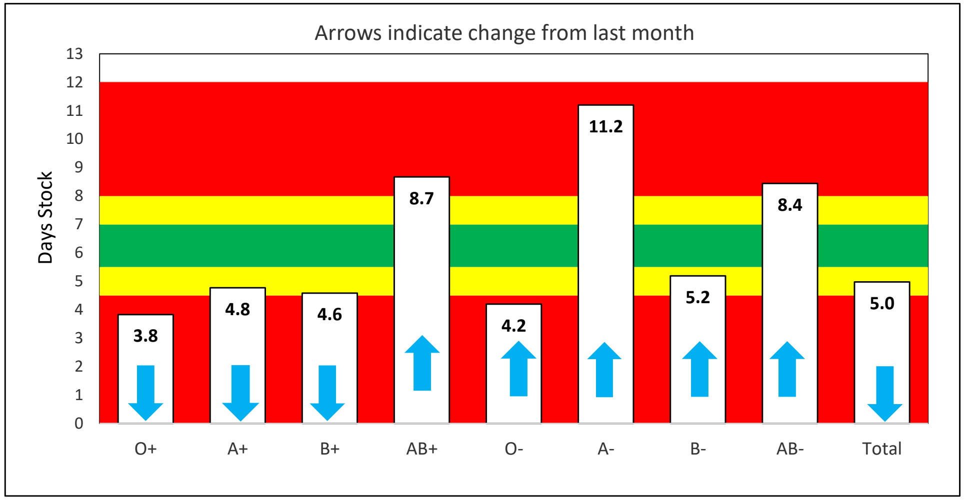


# Blood Components - Stocks

## 13. Red Cell - Blood Stocks (Units)

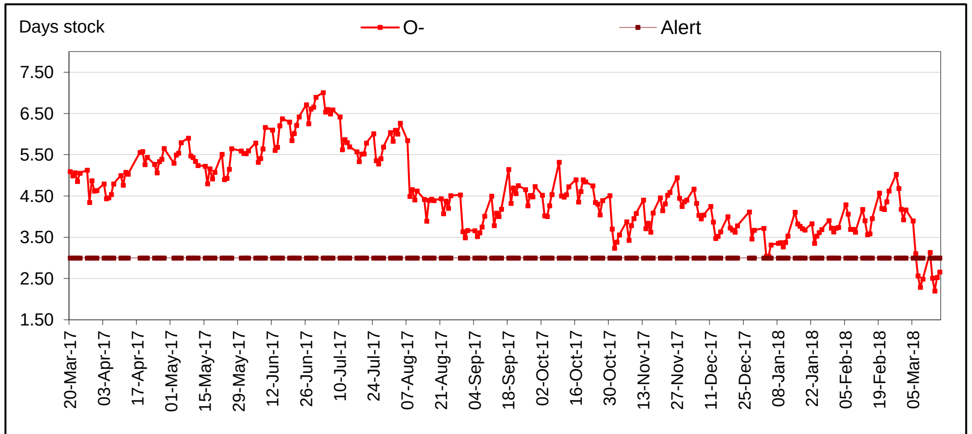



## 14. Average Red Cell Stock Levels for the month by blood group



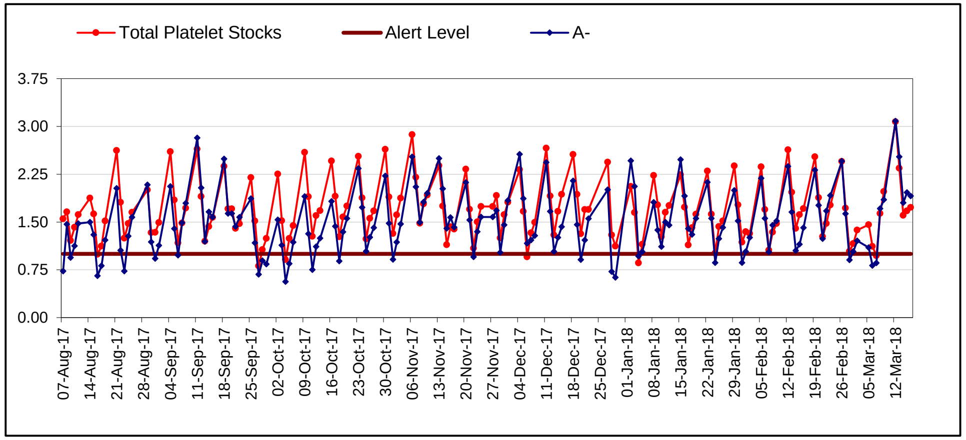

## 15. Red Cell - O neg : weekday stock levels

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Number of occasions where red cell stocks (for any blood group) are below the three day alert level for three or more consecutive days | 0 | 0 | 2 | R | - |




## 16. Platelet - Total and A neg : weekday stock levels

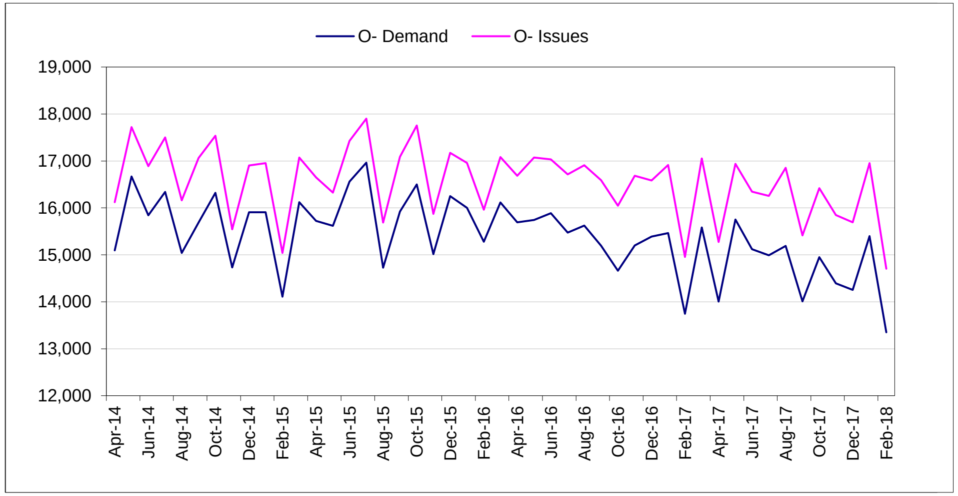
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days | 0 | 0 | 25 | R | - |



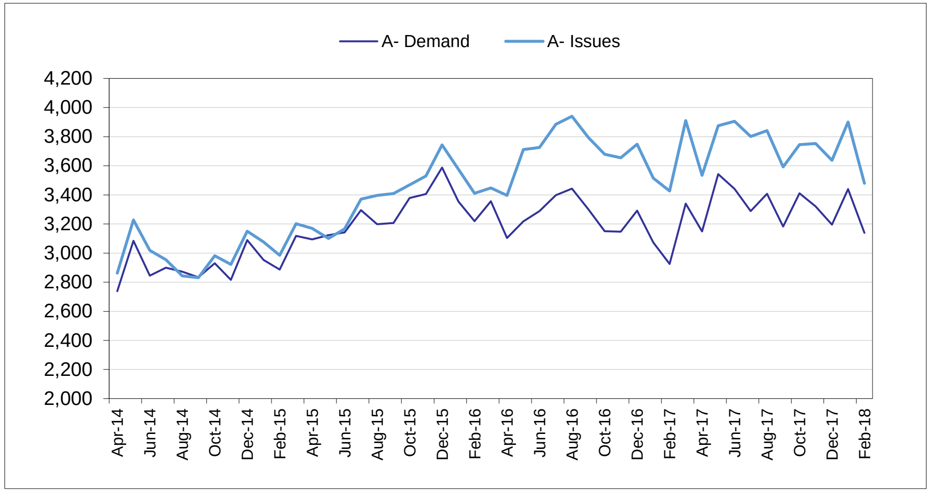
# Monthly Performance Report - As at the end of February 2018

## Blood Components - Red Cell Demand/Issues (O Neg) and Platelet Demand/Issues (A Neg)

### 17. O neg RC Demand and Issues

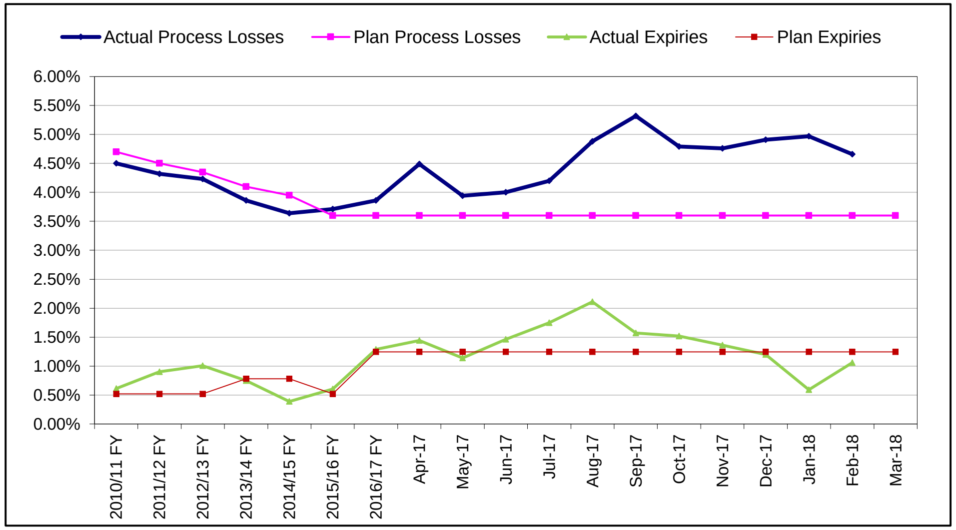



### 18. A neg Platelet Demand and Issues

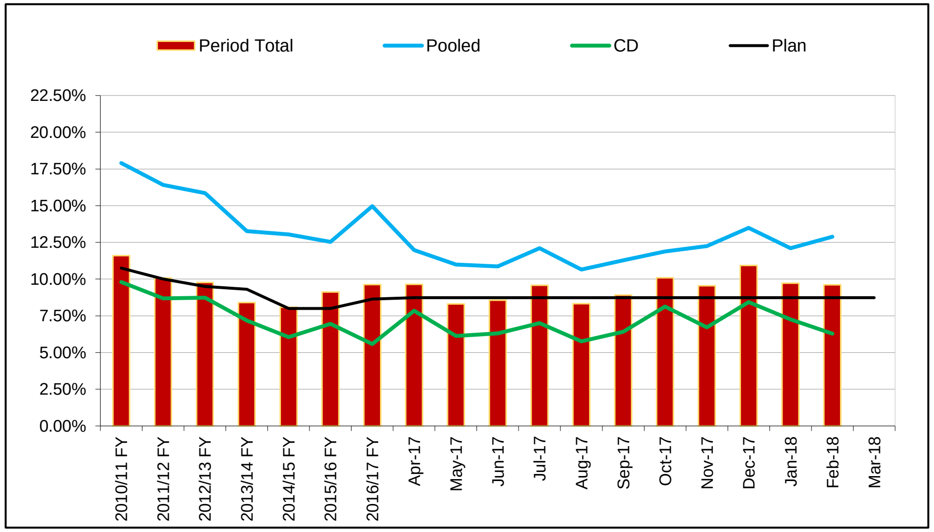



## Blood Components - Wastage

### 19. Percentage of Donations NOT Converted to Validated Red Cells and Expiries



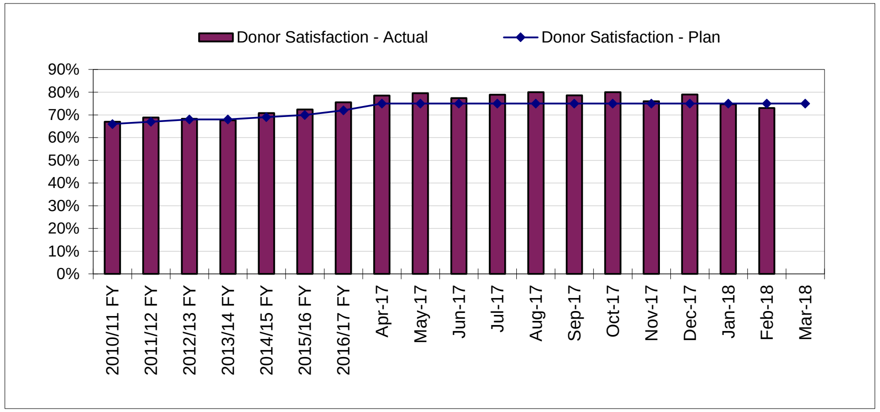

### 20. Percentage of Platelets Produced NOT Issued



# Monthly Performance Report - As at the end of February 2018
## Blood Components - Blood Donor Base

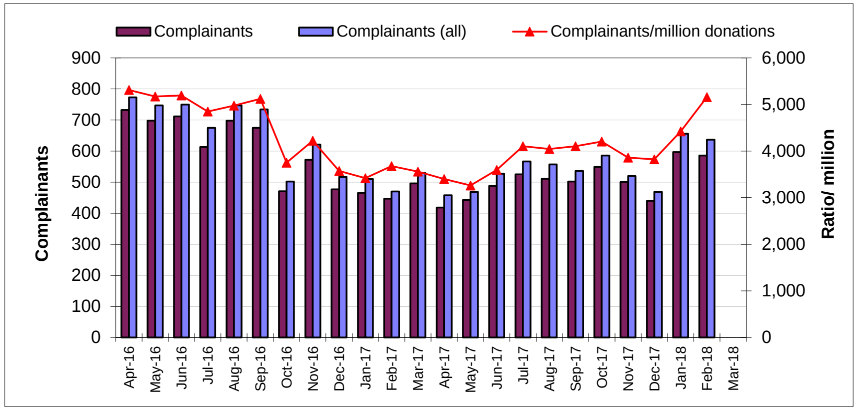
### 21. Donor Satisfaction

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| % of donors scoring >= 9/10 for satisfaction | 75.0% | 75.0% | 77.8% | G | - |



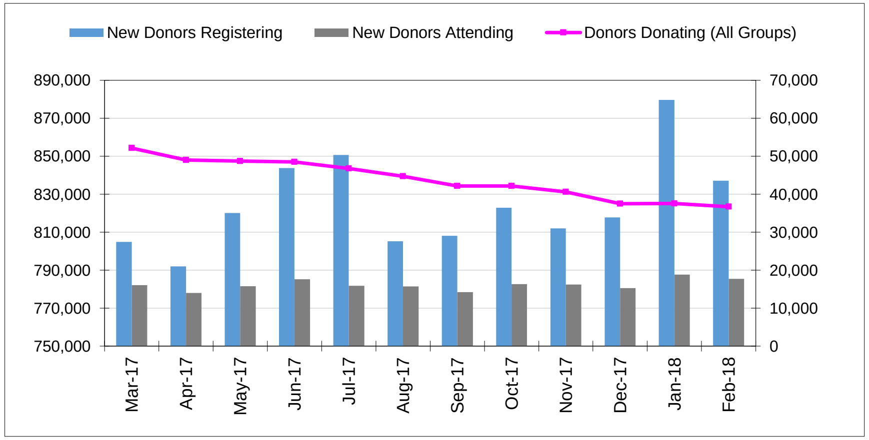

### 22. Donor Complaints

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Number of complaints per million donations (excludes team consolidation related session cancellation complaints) | 4,400 | 4,400 | 3,999 | G | - |



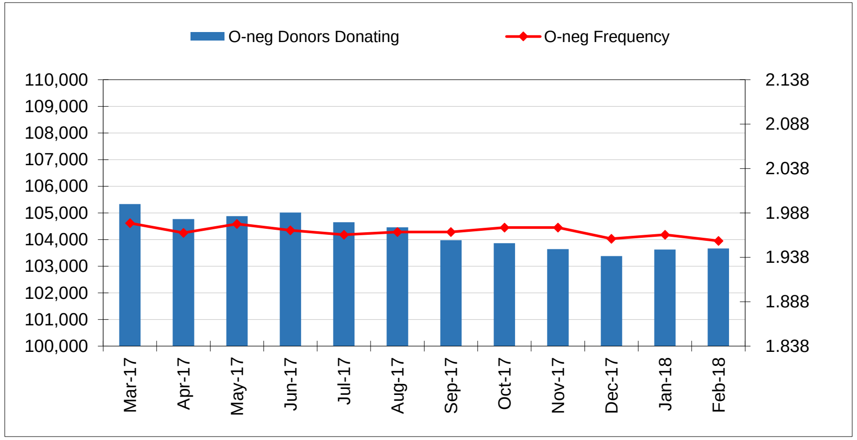

### 23.Donor Base and Frequency of Donation

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Number of donors donating in the last 12 months | 838,342 | 839,928 | 823,399 | A | - |
| Frequency of donation (overall) | 1.836 | 1.850 | 1.861 | G | - |




### 24. O Neg: Donorbase and Frequency of Donation

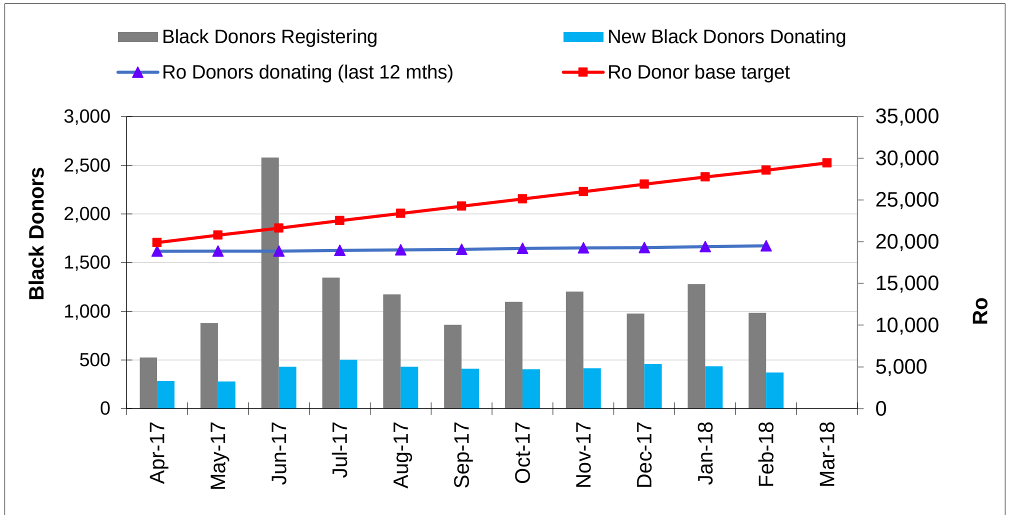
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Number of active O neg donors donating over the last 12 months | 107,513 | 107,367 | 103,662 | R | - |
| Frequency of donation (O neg donors) | 1.887 | 1.904 | 1.956 | A | - |



# Monthly Performance Report - As at the end of February 2018
# Blood Components - Blood Donor Base (continued)

## 25. Ro Donor Base and Black Donor Recruitment

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Number of Ro donors donating in the last 12 months | 29,440 | 28,557 | 19,512 | R | - |
| Frequency of donation (overall) | 1.836 | 1.850 | 1.850 | G | - |




## 26. CD platelet Donor Base : Total and A Neg

The table below reports that the Component Donation donor base is substantially lower than target. A flaw has been identified in the counting methodolgy, and this is the first month where the actual counts have been restated (downwards). It is not possible to restate historical counts.

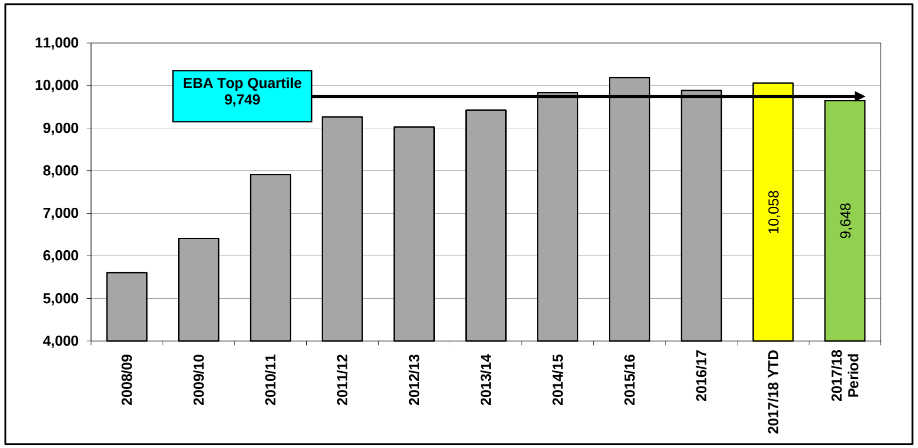
Targets were based on the old counting methodology and will be restated. The correct donor base and restated targets will be reported when available (with history from September 2017 onwards).

| Sep-2017 | A- | A+ | AB- | AB+ | B- | B+ | O- | O+ | Total |
|---|---|---|---|---|---|---|---|---|---|
| Target | 2,365 | 3,982 | 156 | 331 | 242 | 777 | 820 | 2,824 | 11,497 |
| Reviewed report | 2,159 | 3,598 | 165 | 300 | 219 | 695 | 760 | 2,611 | 10,507 |
| Variance vs target | -206 | -384 | 9 | -31 | -23 | -82 | -60 | -213 | -990 |

# Monthly Performance Report - As at the end of February 2018
## Blood Components - Productivity

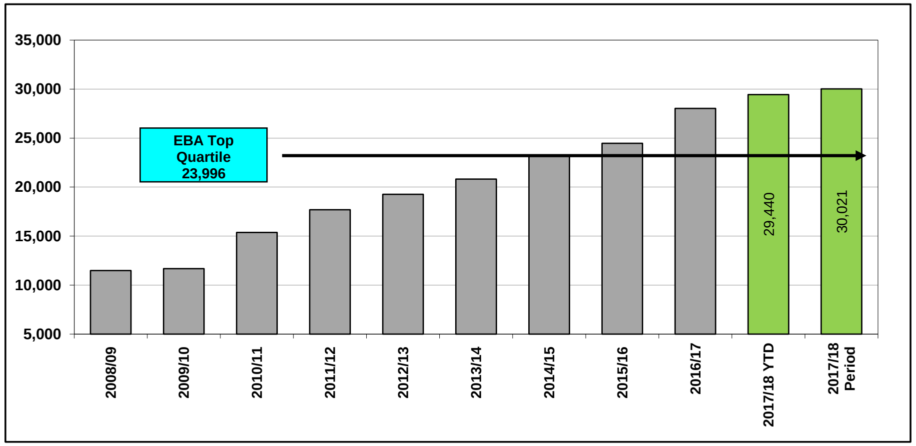
### 27. Processing Productivity : YTD and Current Month

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Manufacturing productivity (units/FTE/year) | 10,300 | 10,298 | 10,058 | A | - |



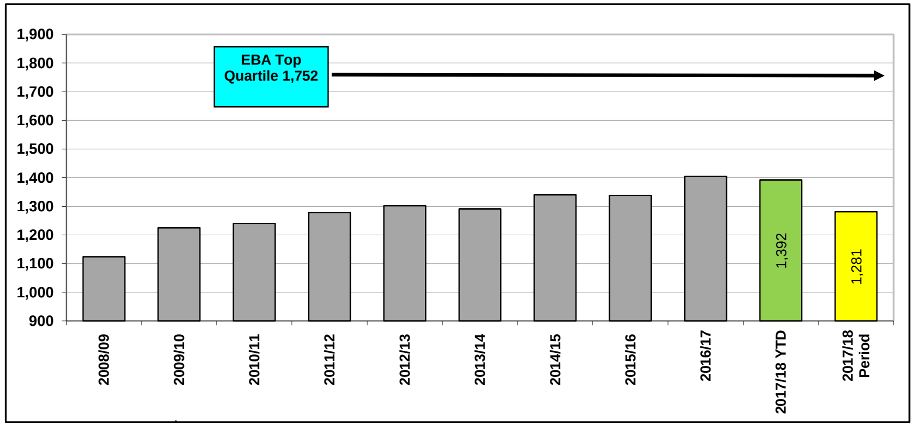

### 28. Testing Productivity : YTD and Current Month

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Testing productivity (units/FTE/year) | 29,700 | 29,706 | 29,440 | G | Better |

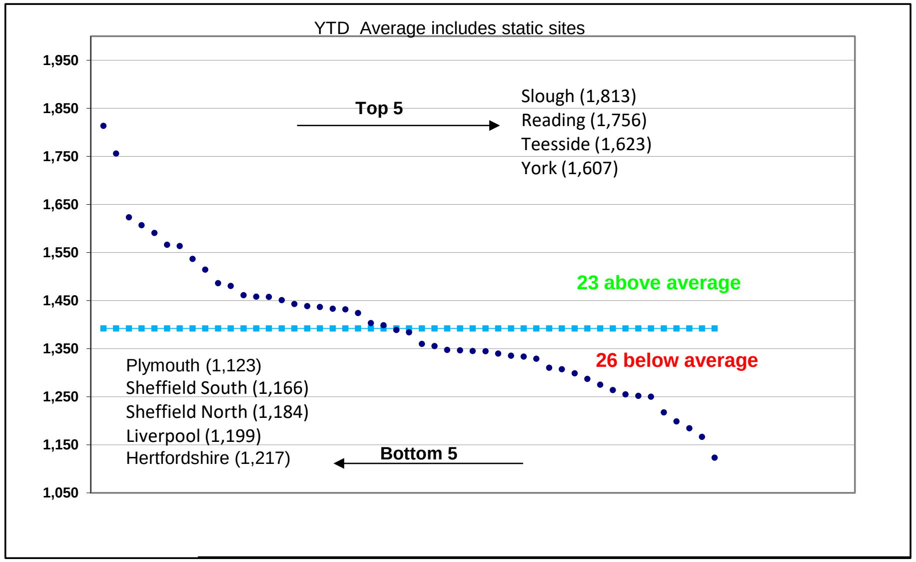



### 29. Blood Donation Productivity : YTD and Current Month

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Blood Donation Productivity (units/FTE/Year) | 1,411 | 1,412 | 1,392 | G | - |




### 30. Blood Donation Productivity - Distribution Mobile Teams



| DIVISION | THEME | STRATEGIC TARGET | YTD RAG | RAG CHANGE | PERFORMANCE |
|---|---|---|---|---|---|
| DTS | Group Targets | Sales Income (£69.3m) | G | - | £68.7m (vs plan of £66.4m). |
| | | Number of Serious Incidents (SI's) | G | - | None reported this month |
| | | Zero 'critical' regulatory non-compliances | G | - | None reported in the month. |
| | | Number of 'major' regulatory non-compliances | G | - | None reported in the month |
| | Tissue & Eye Services | Sales income achieved - £13.6m (chart 31) | A | Worse | Marginally lower than plan at £11.8m (vs £12.2m). |
| | | 80% percent of customers scoring =/> 9/10 for satisfaction with Tissues | - | - | March 2017 (reported in April 2017) at 75%. |
| | | 98.0% of Product issued on time | G | - | 99.5% vs plan of 98.0% (year to date). |
| | H&I | Sales Income achieved - £13.9m (chart 32) | A | - | £12.4m vs plan of £12.7m. |
| | | % of patients receiving A or B1 platelets | A | - | 72% vs plan of 75% - Chart 2. |
| | | Time to type deceased organ donors | G | - | Reporting monthly in arrears - at 84% vs target of 80%. |
| | | Turnaround time vs SLA (chart 36) | G | - | Better than plan at 96% (vs 95% target). |
| | RCI | £14.95m Sales income achieved (chart 32) | G | - | £14.5m vs plan of £13.6m. |
| | | Sample turnaround time vs SLA (chart 35) | G | - | 95.6% vs plan of 95%. |

| DIVISION | THEME | STRATEGIC TARGET | YTD RAG | RAG CHANGE | PERFOMANCE |
|---|---|---|---|---|---|
| DTS | CMT | £11.2m sales income achieved (chart 33) | G | - | £10.4m vs plan of £10.3m. |
| | | On time in full – target 100% | G | | Continues to remain at target. |
| | SCDT | £9.8m sales income achieved (chart 33) | G | - | £9.3m vs plan of £9.2m. |
| | | 2,300 increase to Banked Cords TNC > 140 | R | - | 1,416 vs plan of 2,108. |
| | | 40% BAME Cord Blood units add to the bank | G | - | 41% in the year to date (> 40). |
| | | Issue 75 Cord Blood units | R | - | 43 units issued in the year to date (vs plan of 61). |
| | | Adult Donor Provisions (216) | G | - | 223 vs plan of 196 |
| | | Donors recruited to fit panel – 10k | G | Better | 9,783 vs plan of 9,166 |
| | Therapeutic Apheresis Services | £7.6m sales income achieved (chart 34) | G | - | £9.1m vs plan of £7.0m. |
| | | 62% of hospitals scoring =/> 9/10 for satisfaction | - | - | 70.2% vs 62% at February 2017. |
| | | 95% of Patients rating patient experience =/>9/10 | - | - | December 2017 at 97% (vs 95%) |

- DTS is reporting an I&E surplus of £1.5m in the year to date. The forecast outturn for the year is now a surplus of £1.1m. The majority of Business Units are reporting an I&E contribution at, or better than, plan in the year to date with the exception of:
    - Tissues which has been recording a persistent deficit and has now seen a decline in sales of skin through the year and additional pressures due to elective surgery cancellations, in part driven by the adverse weather during February;
    - SC-DT, where cord issues are significantly lower than plan and are likely to remain so through to the year end.

- Sickness absence in DTS was marginally better this month at 3.0% and remains much better than the NHSBT target of 4%.

- NHSBT was very successful in the Patient Experience Network National Awards in March. These are the first patient experience awards in the UK, celebrating the delivery of outstanding patient experience by those involved in the health and social care industry. The NHSBT Allogeneic Serum Eyedrop service received three awards and was the winner of the "Continuity of Care" category. NHSBT was also runner up in two categories "Bringing Patient Experience Closer to Home" and "Patient Insight for Improvement".

| DTS Income by SBU – YTD February 2018 | 2017/18 Budget | 2017/18 Income | 2017/18 Variance | 2016/17 Actual | Growth |
|---|---|---|---|---|---|
| Tissue & Eye Services | 12.2 | 11.8 | -0.4 | 11.4 | 3% |
| TAS | 6.9 | 9.0 | 2.1 | 6.8 | 33% |
| H&I | 12.7 | 12.4 | -0.3 | 12.2 | 2% |
| RCI | 13.6 | 14.5 | 0.8 | 12.7 | 14% |
| IBGRL & DD | 1.3 | 1.2 | -0.1 | 0.7 | 72% |
| CMT | 10.3 | 10.4 | 0.1 | 9.4 | 11% |
| SCDT | 9.2 | 9.3 | 0.1 | 9.3 | 0% |
| Customer Services | 0.1 | 0.1 | 0.0 | 0.2 | -25% |
| **Total (£m's)** | **66.4** | **68.7** | **2.3** | **62.6** | **10%** |

- **Tissue and Eye Services** - income was worse than plan in February. In the year to date income is now 3.6% worse than plan but remains 3.4% higher than the previous year. Strong sales have been seen in corneas (£0.1m), ASE/AlloSE (£0.3m) and femoral heads (£0.1m), partially offset by underperformance in skin (£0.6m), sclera (£0.1m), dCell dermis (£0.1m) and processed bone (£0.2m). There is a small favourable position on expenditure resulting in a net adverse contribution position in the year to date of £0.4m. Eye bank stocks were marginally higher at 285 units.

- **RCI** income improved this month, and is now 6.0% better than plan in the year to date and 14.1% higher than last year, with antenatal referrals (£0.5m), screening (£0.1m) and reagents (£0.1m) sales continuing to perform well. There is a small favourable position on expenditure resulting in a surplus contribution year to date of £0.8m. Sample turnaround times were again marginally lower than plan this month at 93.8%, although it continues to be better than plan in the year to date (95.6% vs 95.0%).

- **H&I** income is 2% behind plan in the year to date, although 2% higher than last year. Activity in stem cell investigations and disease associated investigations are 3% and 5% better than plan respectively, but this is more than offset by solid organ investigations which are 5% below plan. Turnaround times have continued to be better than plan in the year to date (96% vs 95%). The provision of A and B1 matched platelets further improved to 73% in February but remains worse than target (75%).

- **Stem Cell Donation & Transplantation** income is showing a £0.1m favourable variance in the year to date. There have been 43 cord issues year to date (versus target of 69) with International issues 7 below plan and UK issues 19 below. BBMR donors are higher than plan in the year to date (223 versus target of 196) with the UK 1 ahead of plan and International 26 ahead of plan.

- The cord bank target is 20k by end of the 2018/19. At the current run rate, however, we will only hit 20k by September 2019. At this point, the bank changes from growth to maintenance and collection activity will be reduced. The TNC threshold will also be increased so that we are only banking A&B grade units at a rate of around 31 per month. This will maintain the bank at 20k units and gradually improve the proportion of A&B cords. The slow-down in the banking rate is due to a decision to leave posts vacant, and shifts uncovered, hence avoiding the need to recruit staff to reach target only to make them redundant next year. DH&SC has agreed with this approach as we are tracking towards the agreed bank size. The introduction of NICE guidelines on delayed cord clamping in March 2017 is now being implemented in hospitals and has impacted our clinical conversion rate. Taken together the number of cord units banked continues to run behind plan (33% lower in the year to date) and will report at red status through the rest of the year. BAME cord donations banked are ahead of target in the year to date at 41% versus 40% planned.

- **Cellular and Molecular Therapies** - service income in the year to date is £0.2m better than budget, although this is partially offset by lower ACT / CBC income. CMT is reporting a small net income and expenditure deficit of £0.05m.

- **Therapeutic Apheresis Services** income in the year to date is 31% ahead of target and 33% higher than in the previous year, primarily due to strong performance on ECP (£1.9m). This is primarily due to a policy change at NHSE to centrally fund acute ECP plus TAS winning the contract for paediatric ECP provision in London. The income surplus (£2.1m), when combined with the increased expenditure to support these activity levels, is resulting in a favourable contribution surplus of £0.8m.

- There were no major / critical non-compliances were reported in the month.

**DTS – Status of Strategic Projects per TPB reporting:**

| Project title | Status | This RAG | Last RAG | Approved Cost (£m's) | F/Cast Cost (£m's) | F/cast Benefit (£m's) | Planned to complete | F/Cast to complete |
|---|---|---|---|---|---|---|---|---|
| TAS – Liverpool [i] | On Hold | N/A | R | N/A | N/A | N/A | Mar 20 | Mar 20 |
| Filton Extension | Delivery | G | G | 0.2 | 0.2 | N/A | Jan 21 | Oct 21 |
| Automated Software Testing | Delivery | G | G | 0.2 | 0.2 | N/A | Nov 18 | Jan 19 |

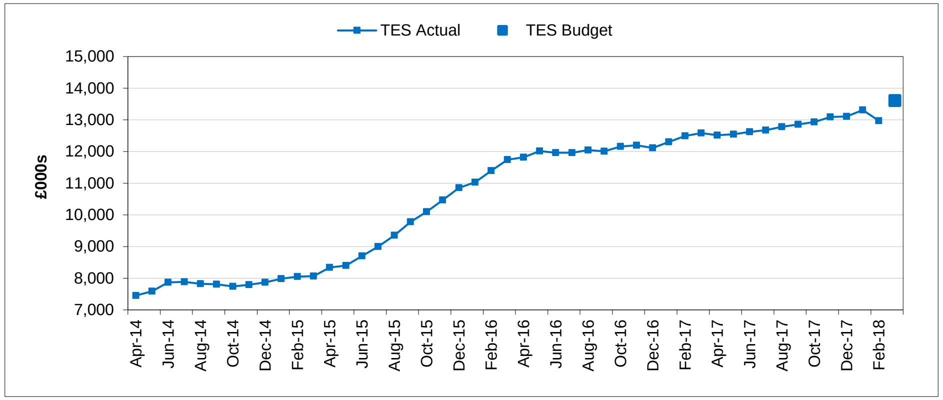
**<u>Notes:</u>**

i) The project is being placed on hold until further feedback is received from the authority about build completion.

# Diagnostic and Therapeutic Services - Income

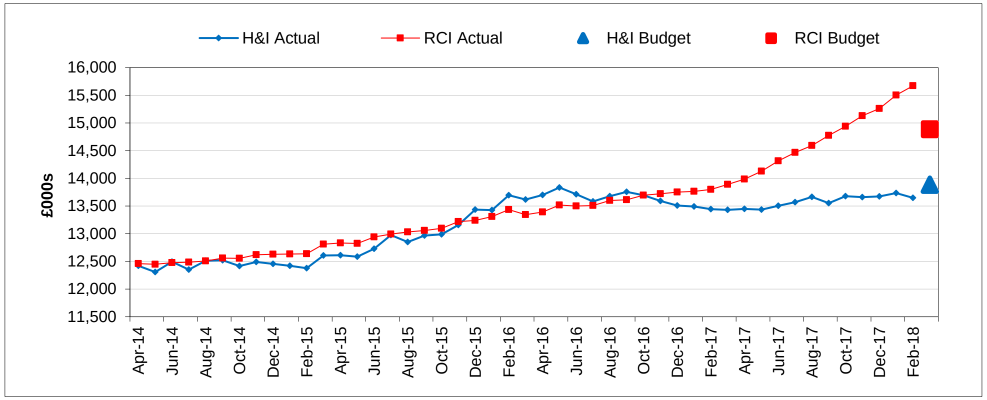
## 31. Tissue and Eye Services Income (MAT)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Income (£m's) - TES | 13.602 | 12.245 | 11.804 | A | - |



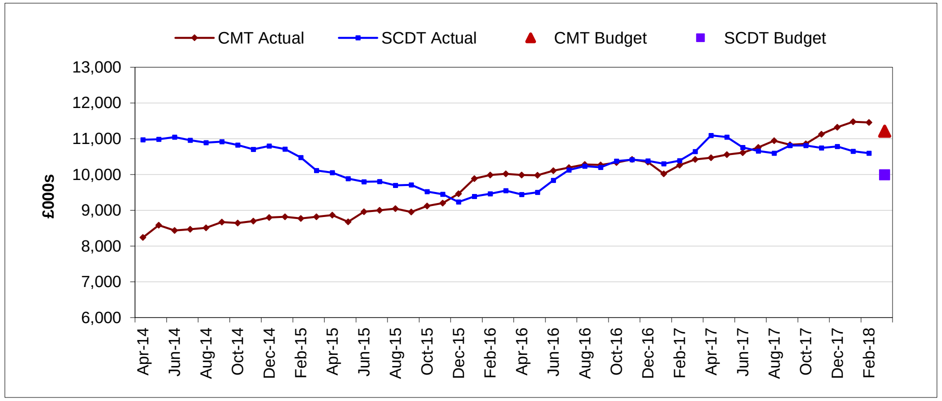

## 32. Diagnostic Service Income (MAT)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Income (£m's) - RCI | 14.884 | 13.639 | 14.460 | G | - |
| Income (£m's) - H&I | 13.882 | 12.721 | 12.441 | A | - |



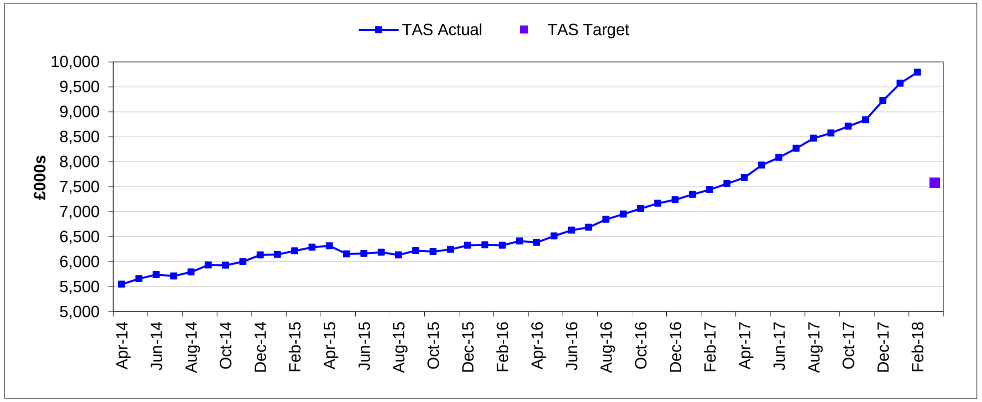

## 33. Stem Cells - SCDT/CMT Income (MAT)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Income (£m's) - CMT | 11.212 | 10.305 | 10.432 | G | - |
| Income (£m's) - SCDT | 9.795 | 9.154 | 9.251 | G | - |




## 34. Therapeutic Apheresis Services Income (MAT)

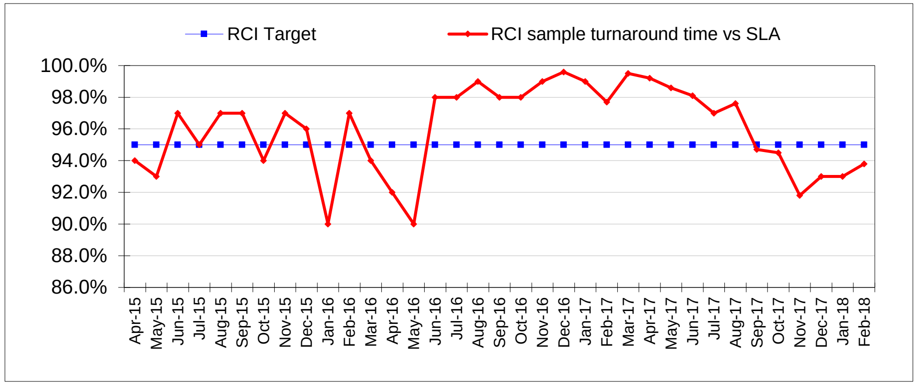
| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Income (£m's) - TAS | 7.581 | 6.906 | 9.027 | G | - |



# Diagnostic and Therapeutic Services - Customer service and safety

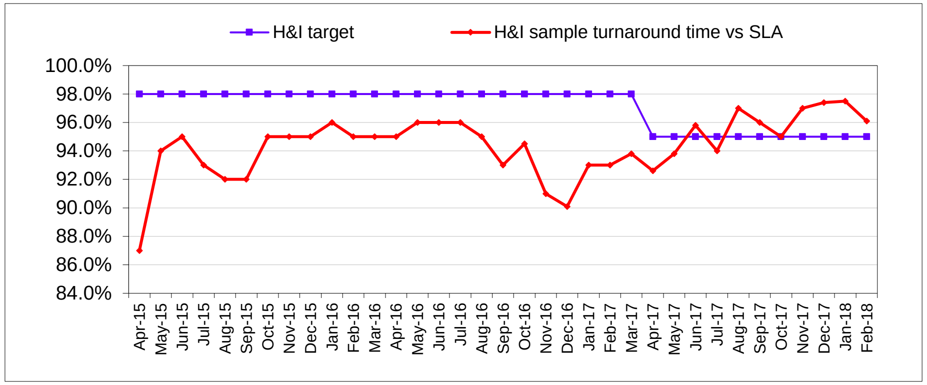
## 35. Turnaround Time vs SLA (RCI)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Turnaround Time vs SLA - RCI | 95.0% | 95.0% | 95.6% | G | - |



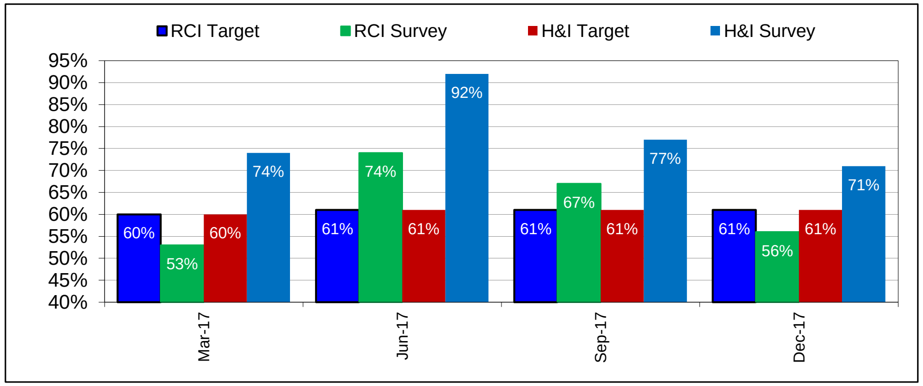

## 36. Turnaround Time vs SLA (H&I)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Turnaround Time vs SLA - H&I | 95.0% | 95.0% | 95.9% | G | - |

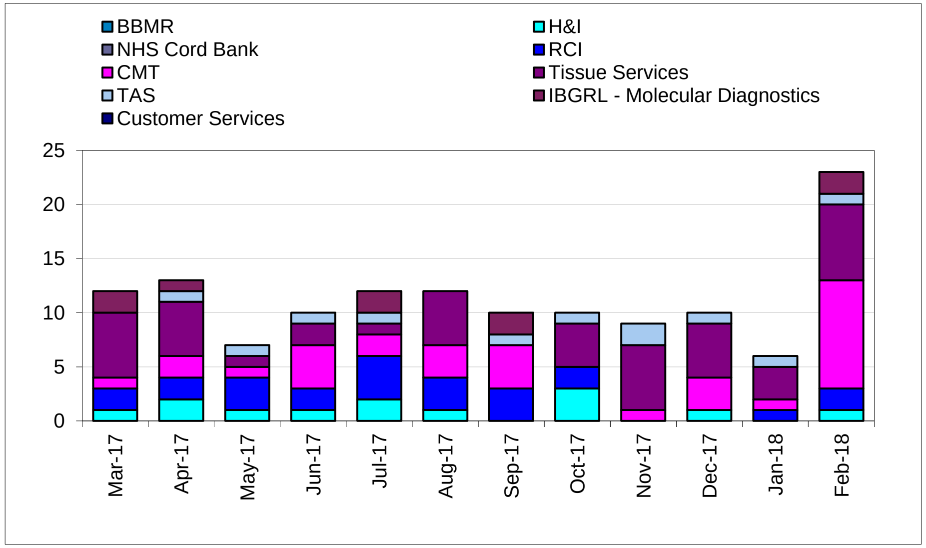



## 37. Hospital Satisfaction

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Percentage of hospitals scoring =/> 9/10 for satisfaction with RCI - RCI | 61% | 61% | 56% | A | Worse |
| Percent of hospitals scoring =/> 9/10 for satisfaction with H&I - RCI | 61% | 61% | 71% | G | - |

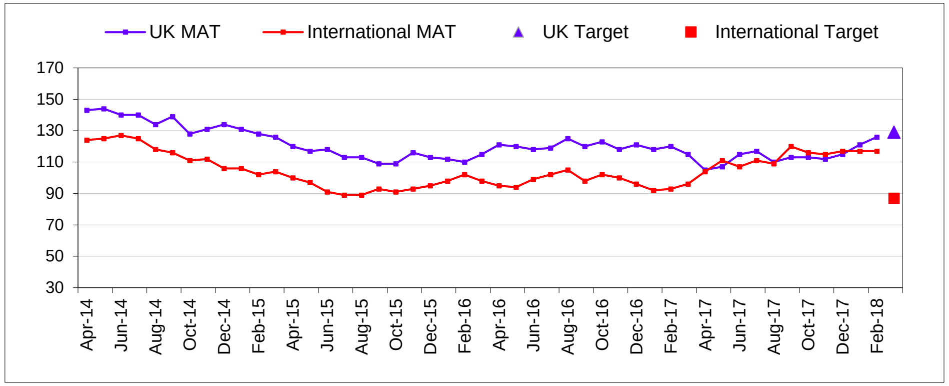



## 38. Major QI's raised per month - DTS



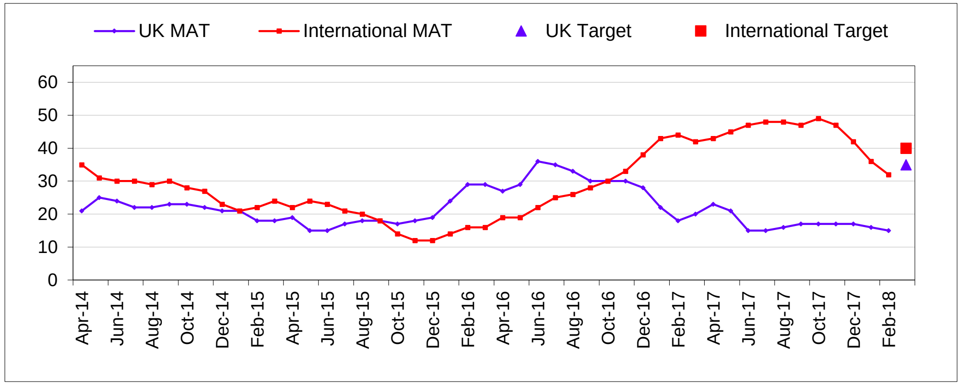
## 39. Adult donor provisions : UK and International - MATs

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Adult donor provisions (total) | 216 | 196 | 223 | G | - |

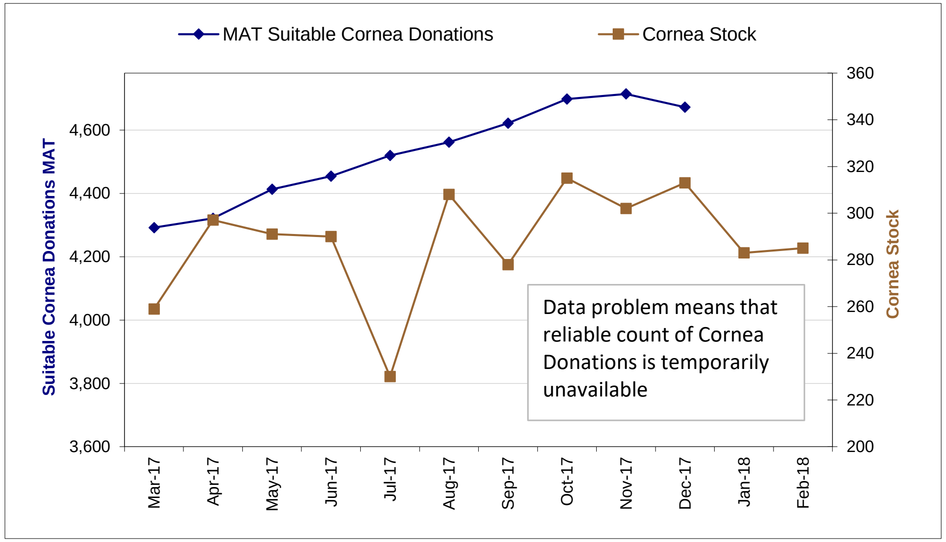



## 40. Issue of cord blood units : UK and International - MATs

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Number of Cord Units Issued (total) | 75 | 69 | 43 | R | - |

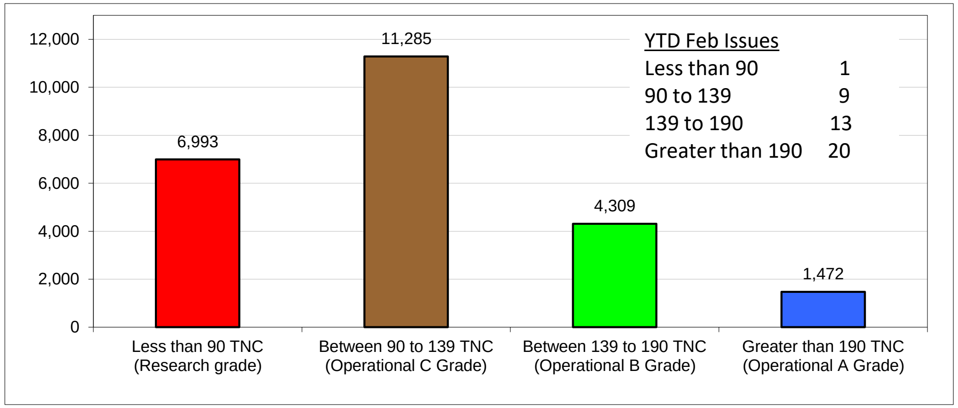



## 41. Suitable Cornea Donations - MAT, and Cornea stocks




## 42. NHSBT CBB stock (active units - cell dose post process TNC)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Banked Donations TNC > 140 | 2,300 | 2,108 | 1,416 | R | - |



| DIVISION | THEME | STRATEGIC TARGET | YTD RAG | RAG CHANGE | PERFORMANCE |
|---|---|---|---|---|---|
| ODT | **TOT 2020**<br><br>**Key Outcome Measures** | Increase % Consent/Authorisation rate (Overall) | A | - | 65.1% year to date vs plan of 70% - chart 55. |
| | | Increase % Consent/Authorisation rate (Overall) – DBD | G | - | 72.6% in February year to date vs plan of 73%. |
| | | Increase % Consent/Authorisation rate (Overall) - DCD | R | - | 59.1% year to date vs plan of 67%. |
| | | Deceased donors - 2017/18 target – 1,524 | G | - | Year to date at 1,428 vs target of 1,397 – chart 43.- |
| | | Deceased Organ Donors per million population | - | - | Q3 - 22.8m vs plan 23.0m. Next report Q4 2018 |
| | | Number of Living donors 2016/17 (1,260) – reported one month in arrears | R | - | 852 in year to January 2018 vs plan of 1,160 – chart 46. |
| | | Living Donors per million population – 19.0 per/m | - | - | December 15.6m vs plan 19.8m (update in April). |
| | | Internal NHSBT target based on 1.1m new registrations in 2017/18. | G | - | New registrations are 1.129m year to date (vs 1.008m) |
| | | Organ Transplants – Deceased (4,116) | A | - | 3,648 year to date vs plan of 3,773 – chart 44. |
| | | Deceased Organ Transplants per million population. | - | - | Q3 at 58.7m vs plan 62.1m. Next report Q4 2018 |
| | | Proportion of population who have had a conversation about their donation decision (target 47%) | G | - | At target - February 2018 |
| | | NHSBT Cost per Transplant (chart 45). - £16.3k (2017/18 target) | G | - | December at £16.6k. Next update March 2018. |

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- There were 129 deceased donors in February, bringing the year to date total to 1,428 (11% higher than the same 11 months last year) and with more deceased donors in the year to date than the whole of 2016/17. As such 2017/18 is already another record year for deceased donors with one month to go. On a rolling 12-month basis there has been 1,551 deceased donors. This is a 92% increase over the ten years from 2007/08 (the baseline year of the Organ Donation Taskforce).

- The year to date DBD and DCD SNOD presence rates remain at 95% and 86%, respectively. Compared with the same 11 months last year, the DBD SNOD presence rate is 2% higher and the DCD SNOD presence rate has increased by 5%. One of the main priorities for 2017/18 was to reduce the number of occasions where a SNOD was not present for the formal organ donation discussion. In the year to date, there have been 66 DBD and 237 DCD occasions (303 in total). This is a significant 25% reduction compared to the 402 seen last year to date.

- There were 19 occasions where a SNOD was not present in February - 5 cases where Consultants approached while SNOD en route, or changing the plan without the SNOD being updated: 8 cases where the SNOD was present on the ICU/hospital and consultant refused SNOD involvement or approached without the SNOD being aware; 3 cases where there was no referral to the SNOD; 2 cases where there were insufficient SNOD resources due to the volume of referrals.

- The overall consent rate in the year to date remains at 65% and the DBD and DCD consent rates remain at 73% and 59%, respectively. Compared with the same 11 months last year, the overall consent rate is 2% higher overall and the DBD and DCD consent rates are 4% and 1% higher, respectively.

- At a regional level, consent in 6 of the 12 regions are green in the year to date, for the overall consent rate (South Wales 72%, North West 70%, NI and Yorkshire 69%, Eastern and South East 68%). Two regions are at amber (South Central and South West 66%). Four regions are red (Midlands 63%, Northern 61%, London 58% consent rate and Scotland 55% authorisation rate).

- There has been one more ODR override than the same period last year (80 in total). On 18 occasions a SNOD was not present. The consent rate for patients on the ODR year to date is 93% when a SNOD is present. There have been 150 more families with loved ones on the ODR, who have been approached by a SNOD and 143 more families supported the decision, when compared with the same 11 months last year. For families approached without a SNOD when their loved one was on the ODR, the consent rate year to date is 65%. Eleven fewer families have been approached in this circumstance compared with the same period last year, but this still leaves 52 occasions where best practice was not followed. At these rates, fourteen more families may have supported their loved ones' decision if a SNOD had been present.

- There has been little change in the consent rate for patients not on the ODR:
  - SNOD is present (58% YTD compared with 57% in the same period last year) - 80 more families have been approached by a SNOD in this circumstance and consent was ascertained on 53 more occasions, compared with the same period last year.
  - Without a SNOD present when their loved one had not opted-in on the ODR or this was not known at the time, the consent rate is 11% year to date - 88 fewer families have been approached year to date without a SNOD;
  - The above implies that there were 251 occasions where best practice was not followed;
  - If a SNOD had been present and 58% consent rate was achieved then consent may have been ascertained on 146 occasions rather than just 27 (ie 119 more consents).

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- During February, 335 patients received a solid organ transplant from a deceased donor, bringing the year to date total to 3,648 (8% higher than the same 11 months last year). In the rolling 12-month period to February 2018, 3,973 patients received a solid organ transplant from a deceased donor. This is a 67% increase over the ten years from 2007/08 (the baseline year of the Organ Donation Taskforce).

- The consent rate for patients from black and Asian communities was 45% in February (14 out of 31) and 43.5% (138 out of /317) in the year to date. This is a significant 34% improvement on the same 11 months last year.

- Cumulative opt-in registrations for 2017/18 now stand at 1.13m with one month left in the financial year. During February we continued our social paid 'registration driving activity' targeting over 50s and lookalikes. More than half (52%) of new registrations were generated by comms/marketing activity this month. Also, 49% of new registrations came through digital channels. In February we saw more opt-out than opt-in registrations (96.7k v 89.7k). These optouts look to be disproportionately high among black and Asian people. One ODR data feed remains currently inactive – the Scottish GP Service. The issue is now fully understood and NHSBT are working with the third party provider to restore this service. The de-duplication process has been inactive since June 2015. This may result in significant numbers of duplicate registrations on the live ODR, ie over-reporting the number of registrants.

- On the back of the ODT Hub programme significant changes to the way that NHSBT offers livers from adult brain-dead donors went live on the 20th March 2018. These introduced a new way of matching livers from deceased donors to patients on the liver transplant waiting list on a national basis, rather than the regional basis in place at present. Working with the Liver Advisory Group, the ODT Hub Programme and teams from across NHSBT have developed an algorithm that uses both organ donor characteristics and liver patient recipient characteristics to match the donated liver to the recipient. In this way, the liver is allocated to the recipient who will receive the most benefit from a transplant from that particular donated liver. This new scheme is expected to ensure that the right liver goes into the right recipient in a timely manner; increasing the number of patients' lives that we able to save and improve lives. We will be evaluating these changes in the weeks and months ahead.

- There has been a reduction in sickness absence to 3.2% in February and, in the year to date, it remains at 3%. Absence rates have decreased across ODN with overall absence at 2.89%.

- There has been a marginal increase in turnover to 13.5%. Whilst overall turnover remains outside of target, the voluntary turnover for the ODT Directorate is within range at 11.78%. Organ Donation has voluntary turnover of 13.53% but all other functions are below 12%. Five OD teams have turnover above 12%: South Wales, S East, London, Eastern and Northern. Some of these are attributable to non-voluntary turnover.

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**ODT – Status of Strategic Projects per TPB reporting:**

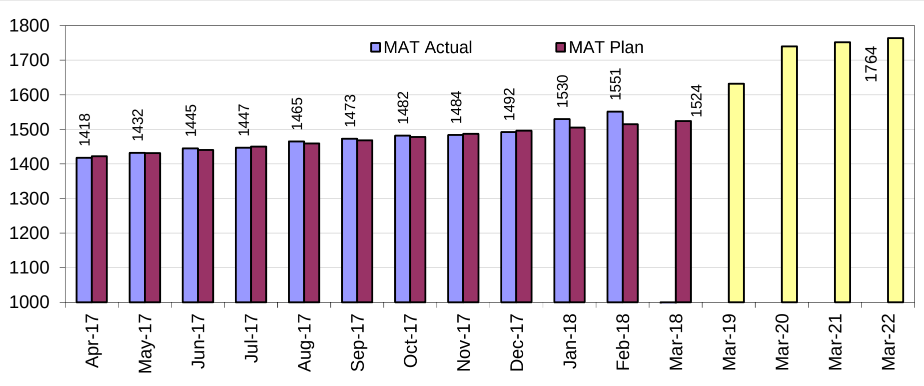
| Project title | Status | This RAG | Last RAG | Approved Cost (£m's) | F/Cast Cost (£m's) | F/cast Benefit (£m's) | Planned to complete | F/Cast to complete |
|---|---|---|---|---|---|---|---|---|
| ODT Hub | Define | G | G | 3.2(i) (0.6) | N/A(ii) | N/A | Dec 19 | Dec 19 |

**Notes:**

i) This is non-recurring figure for 2017/18, recurring figure in brackets.
ii) Now an under spend of £403k.

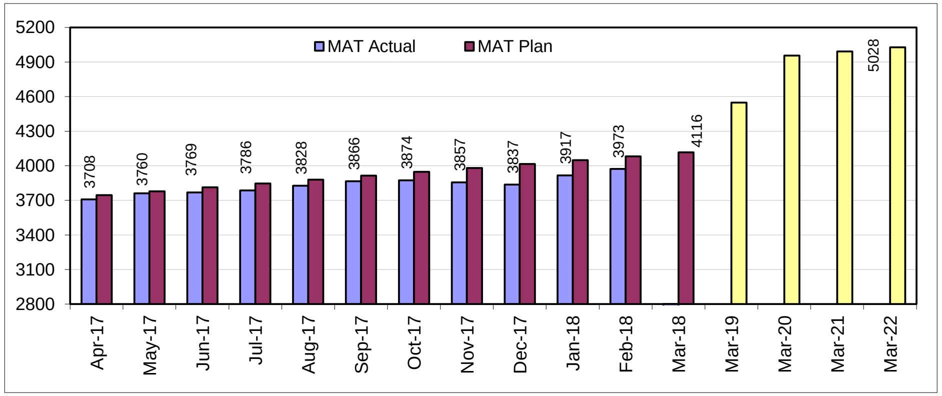
## 43. MAT number of Deceased Organ Donors

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Number of Deceased Organ Donors | 1,524 | 1,397 | 1,428 | G | - |



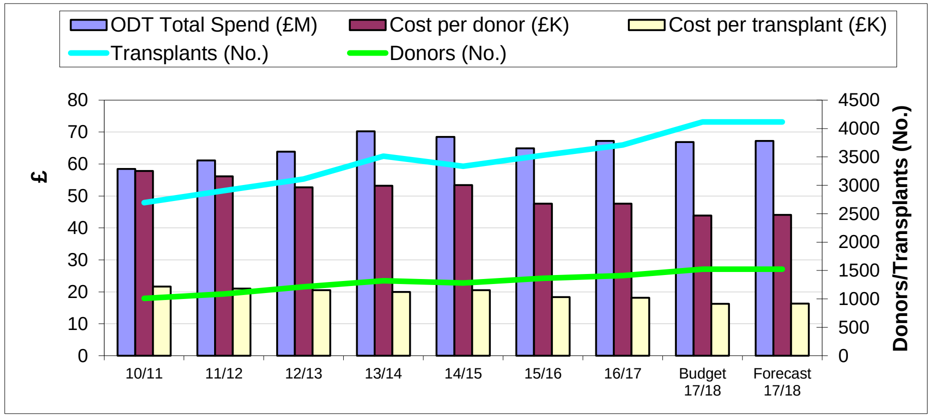

## 44. MAT number of Deceased Donor Organ Transplants

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Number of Deceased Donor Transplants | 4,116 | 3,773 | 3,648 | A | - |



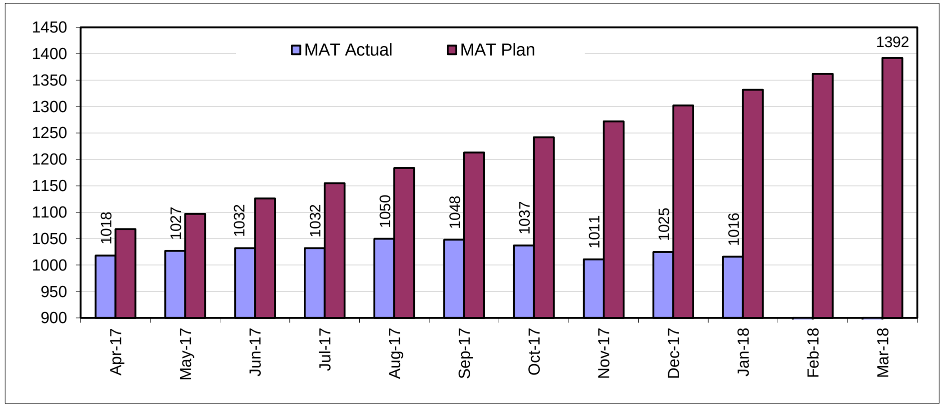

## 45. ODT Cost per Donor/Transplant

| YTD Performance | Annual Target | Forecast for the year | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|
| NHSBT Cost per Transplant (£k's) | 16.2 | 16.4 | G | - |



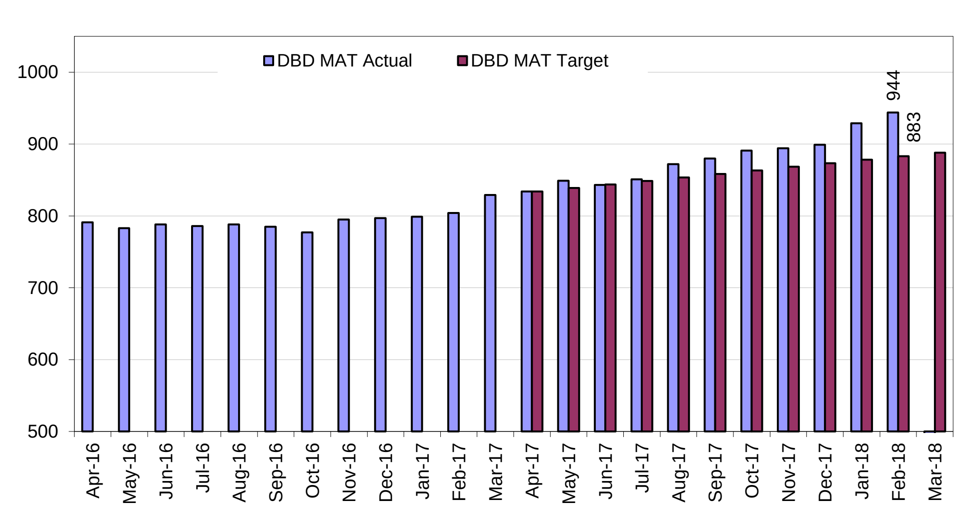

## 46. MAT number of Live Organ Donors (reported one month in arrears)

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Number of Living Organ Donors (reported one month in arrears) | 1,392 | 1,160 | 851 | R | - |

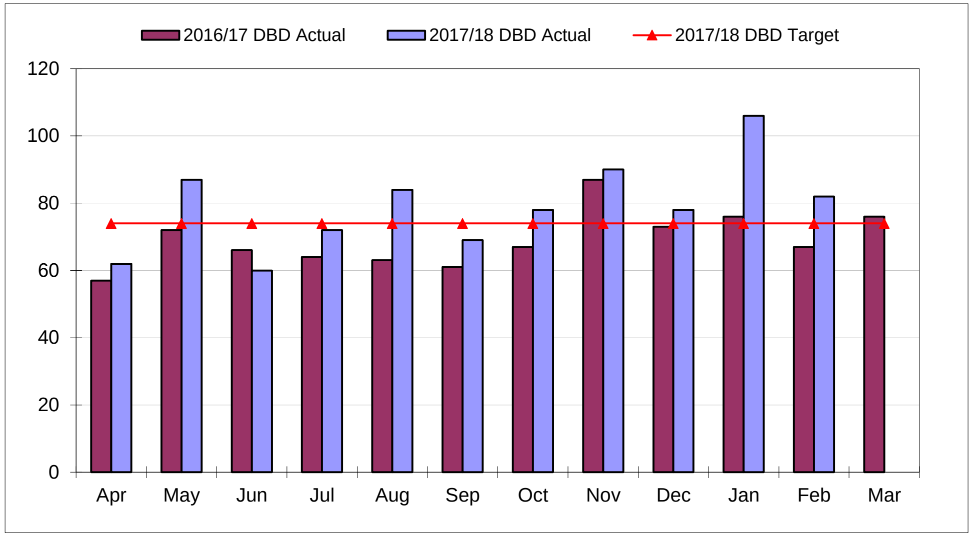


# Organ Donation and Transplant - DBD Activity

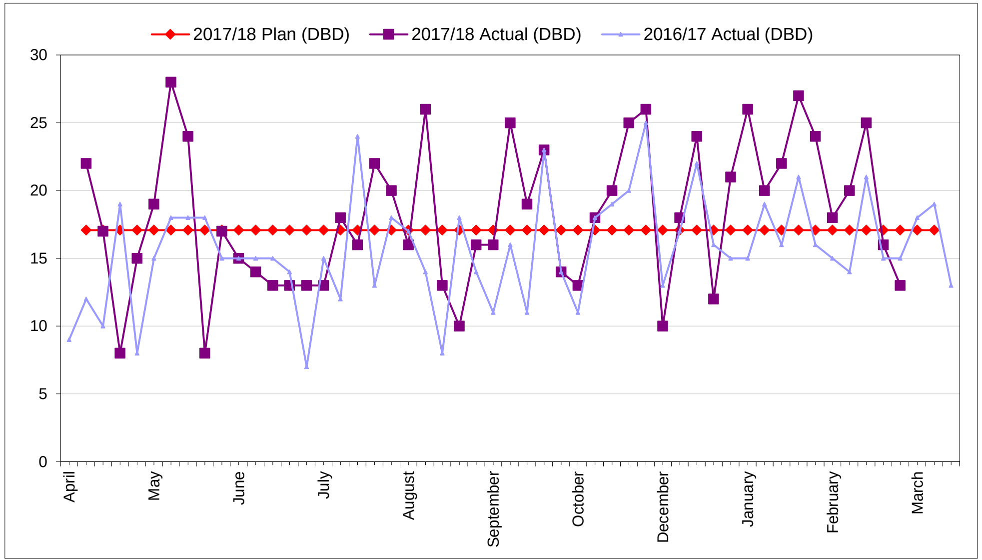
## 47. MAT number of Deceased Organ Donors (DBD)



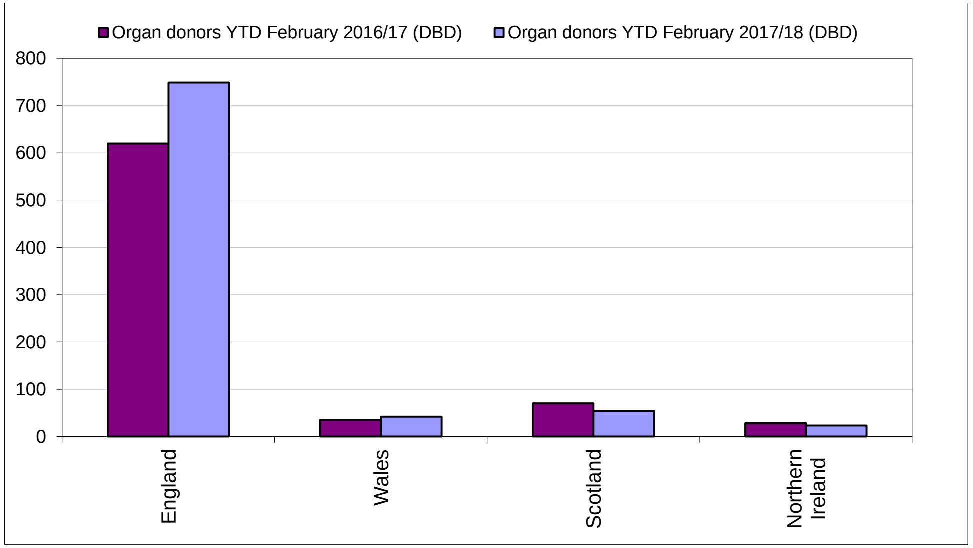

## 48. Deceased Organ Donors - Monthly (DBD)



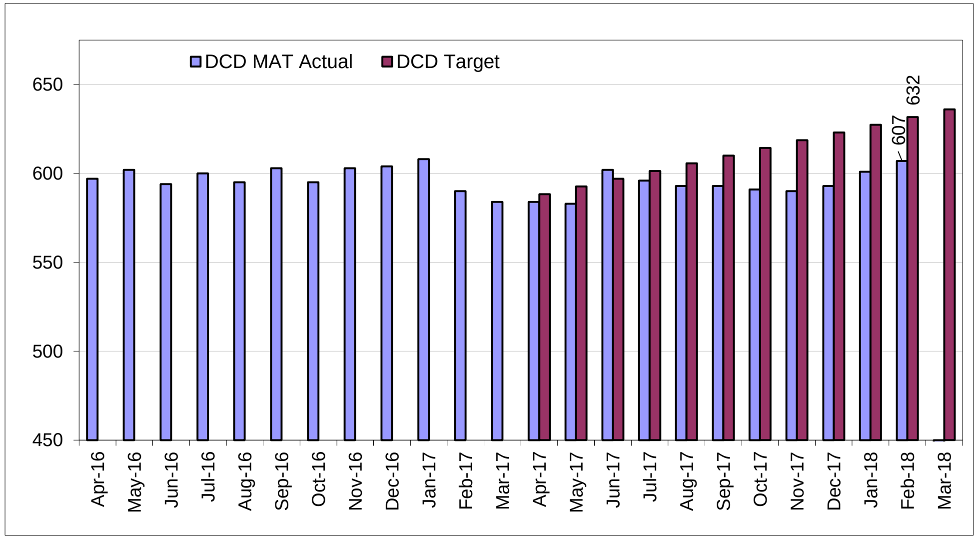

## 49. Deceased Organ Donors - Weekly (DBD)



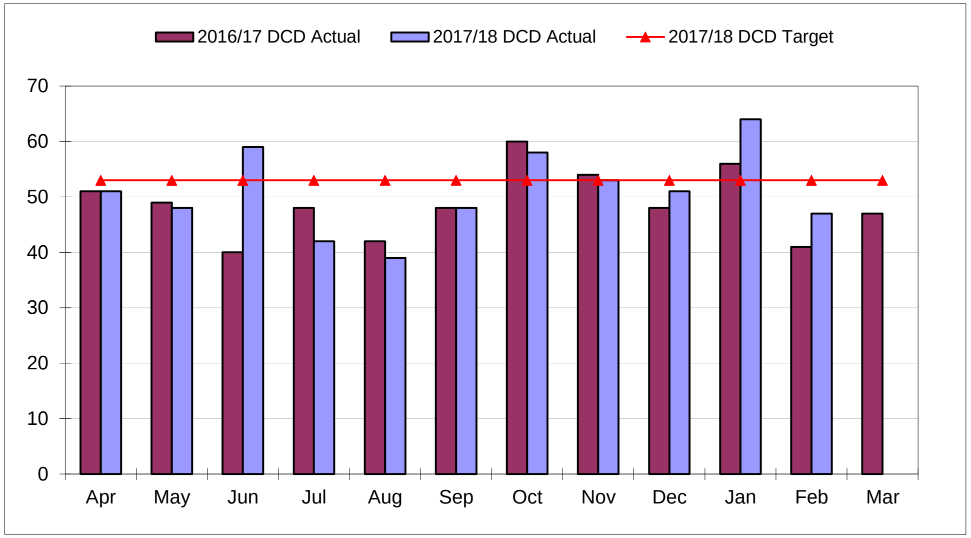

## 50. Deceased Organ Donors - By Nation (DBD)



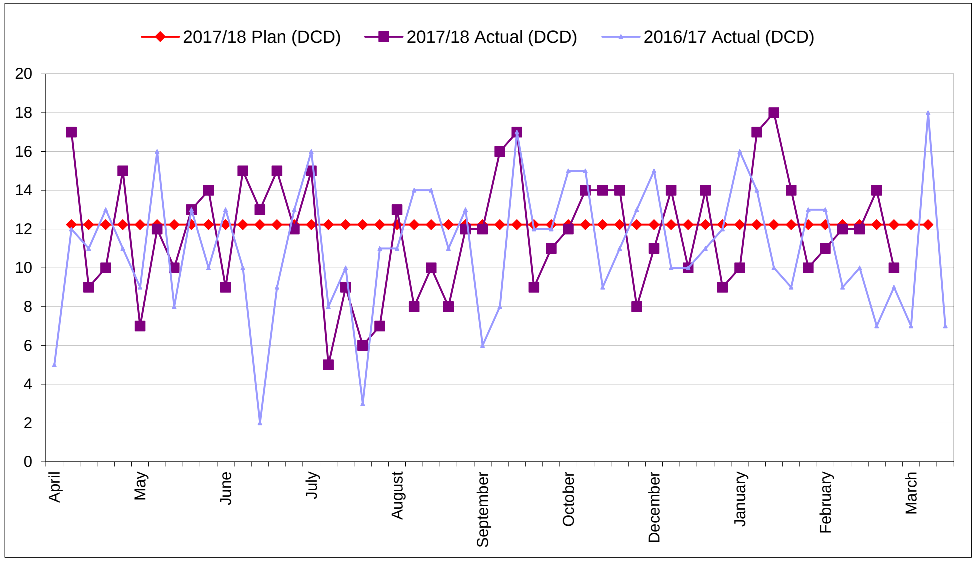
## 51. MAT number of Deceased Organ Donors (DCD)



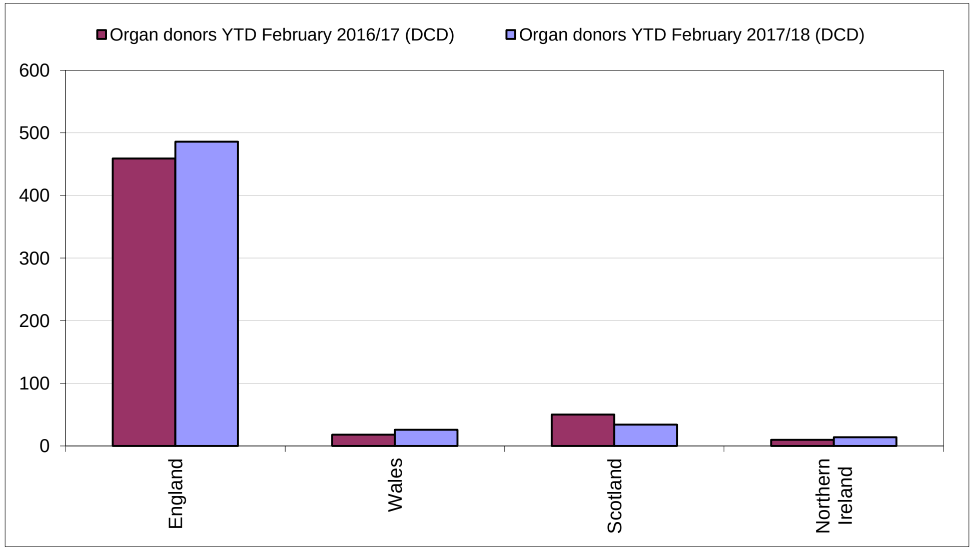

## 52. Deceased Organ Donors - Monthly (DCD)




## 53. Deceased Organ Donors - Weekly (DCD)



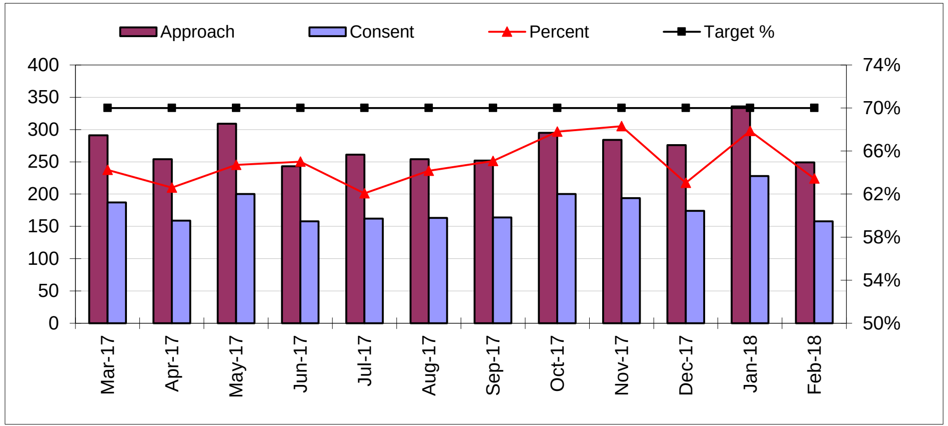

## 54. Deceased Organ Donors - By Nation (DCD)



## Monthly Performance Report - As at the end of February 2018
## Organ Donation and Transplant - Consent / ODR

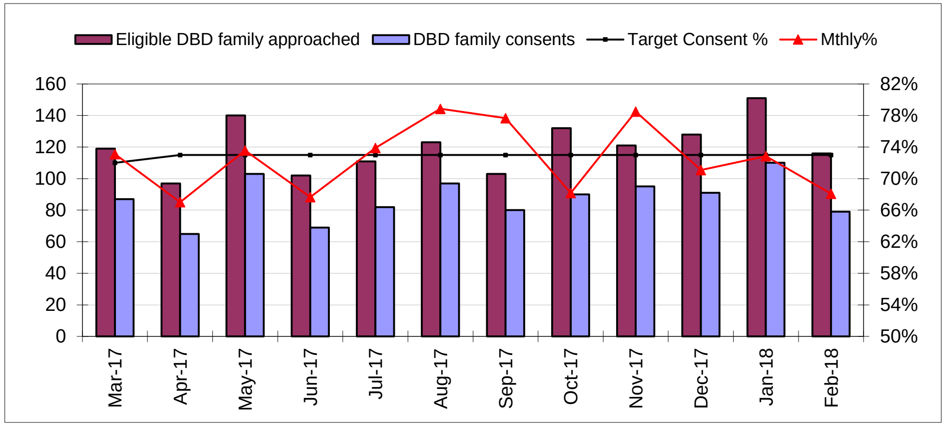
### 55. Consent / Authorisation rate (DBD & DCD)

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Consent/Authorisation rate (%) | 70.0% | 70.0% | 65.1% | A | - |



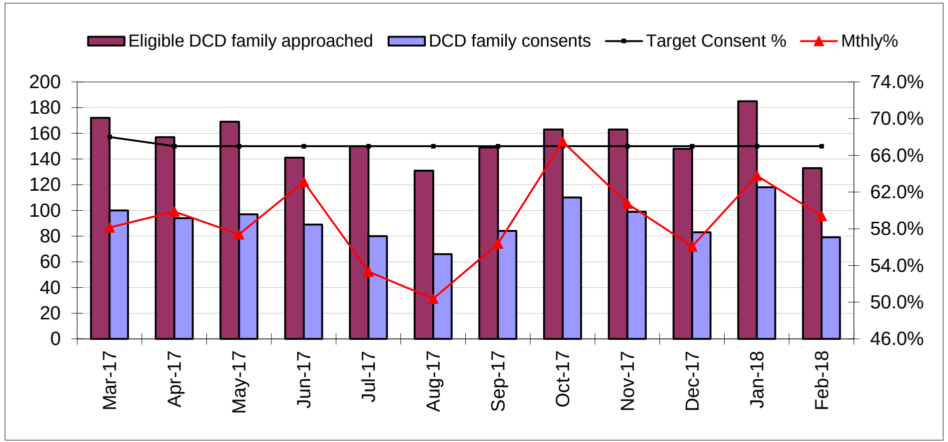

### 56. Consent/Authorisation rate (DBD) per month

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| DBD Consent/Authorisation rate (%) | 73.0% | 73.0% | 72.6% | G | - |



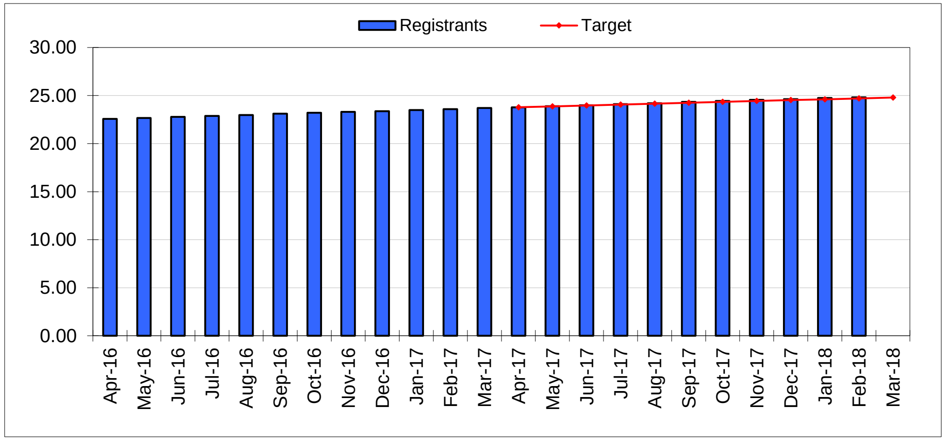

### 57. Consent/Authorisation rate (DCD) per month

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| DCD Consent/Authorisation rate (%) | 67.0% | 67.0% | 59.1% | R | - |



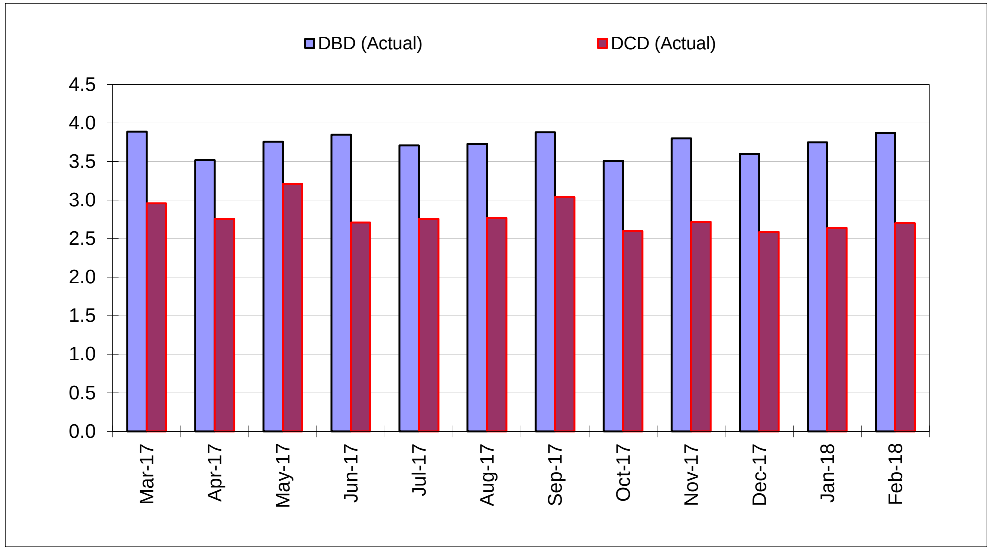

### 58. Number of people registered on the ODR (opt-ins)

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---|---|---|---|---|
| Opt-in registrants on the ODR (millions) | 1.100 | 1.008 | 1.130 | G | - |

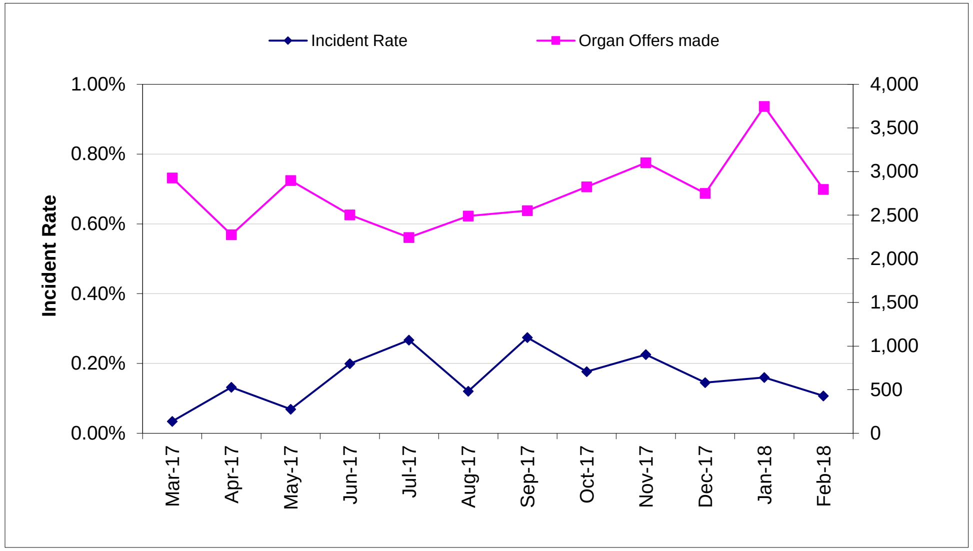


# Monthly Performance Report - As at the end of February 2018
# Organ Donation and Transplant - Transplantable Organs and Duty Office Incidents

## 59. Transplantable Organs per Donor

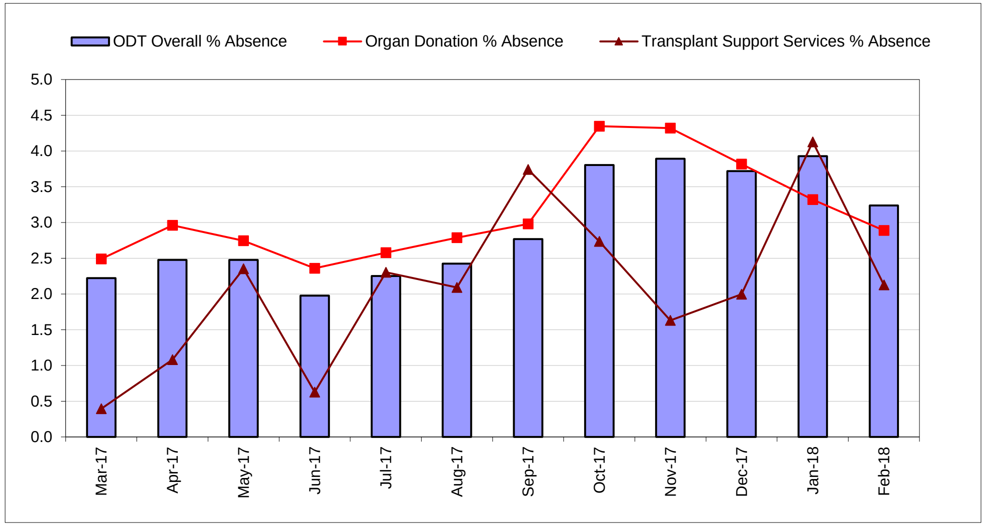



## 60. ODT Hub Operations - Incidents per Organ Offer

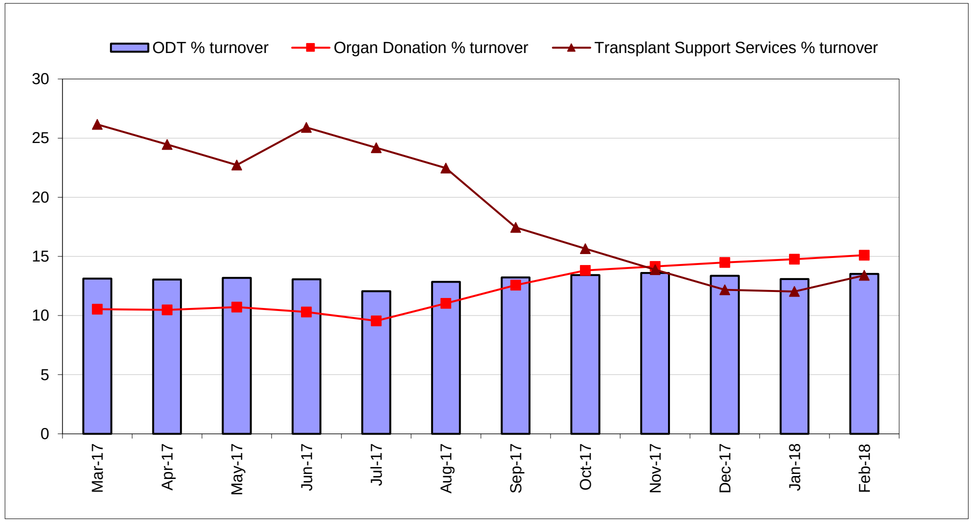



# Organ Donation and Transplant - Absence/Turnover

## 61. ODT Absence rate (%)




## 62. Annual Turnover rate (%)



| SECTOR | NOTES/UPDATE REPORT |
|---|---|
| **NHSBT Corporate** | Sickness absence was unchanged this month at 3.7% and equal to last year.<br><br>Health and Safety –the LTI rate (12 months to January 2018) for all work related lost time is at 1.5 (versus 1.7 last month).<br><br>A project is underway to migrate away from our legacy e-mail infrastructure to Office 365 Exchange On-Line. The project is progressing well with more than 700 users having completed their migration in the first week.<br><br>The scheme to purchase additional annual leave for 2018/19 opened on 1st March, last year over 200 colleagues purchased additional annual leave. The application window is open until 23rd March 2018 and all requests must be approved or rejected by 13th April 2018.<br><br>NHS Employers have announced a new proposed pay and terms and conditions deal for the NHS in England. This covers staff on Agenda for Change terms and conditions. It does not apply to Medical and Dental colleagues or Agenda for Change colleagues working in Scotland, Wales and Northern Ireland who retain their existing arrangements. The details of the deal will now be subject to a period of consultation commencing from Wednesday 21st March. The consultation will continue through to May with an aim to seek agreement in June for implementation from July 2018. If accepted, the provisions of the deal will then be backdated to 1st April 2018.<br><br>There are ongoing discussions around the current Watford office lease and what will happen once this ends in December 2018. A formal consultation process will be launched in April after the Easter Holidays. This consultation will involve 121 discussions as well as with teams. |

**Corporate - Status of Strategic Projects per TPB reporting:**

| Project title | Status | This RAG | Last RAG | Approved Cost (£m's) | F/Cast Cost (£m's) | F/cast Benefit (£m's) | Planned to complete | F/Cast to complete |
|---|---|---|---|---|---|---|---|---|
| Networks & Telephony Contract | Delivery | R | R | 1.6 | 1.3 | 0.1 | May 18 | May 18 |
| Barnsley Project (Leeds Sheffield) | Delivery | G | G | 16.5 | 16.5 | 1.1 | Jan 21 | Jan 21 |
| Desktop Modernisation – Infrastructure Impr. | Delivery | R | A | 3.5 | 2.2 | N/A | Apr 17 | Feb 18 |
| QPulse Performance Remediation / Upgrade | Delivery | G | G | 0.1 | 0.1 | N/A | Mar 18 | Mar 18 |
| Exchange On-Line Migration | Delivery | A | G | 0.6 | N/A | N/A | Jul 18 | Jul 18 |
| Pulse GUI/Middleware Server Upgrade | Delivery | G | G | 0.6 | N/A | N/A | Apr 18 | Apr 18 |
| Portfolio and Resource Management | Start-Up | G | G | N/A | N/A | N/A | TBC | May 18 |
| Robotic Process Automation | Start-Up | G | G | N/A | N/A | N/A | TBC | Apr 18 |
| Tooting 2nd Floor | Delivery | G | G | 0.4 | 0.4 | N/A[i] | Jan 18 | Apr 18 |
| General Data Protection Regulations | Start-Up | A | G | N/A | N/A | N/A | N/A | Jun 18 |

**Notes:**

i) Figure not reported in Finance TPB report this month.

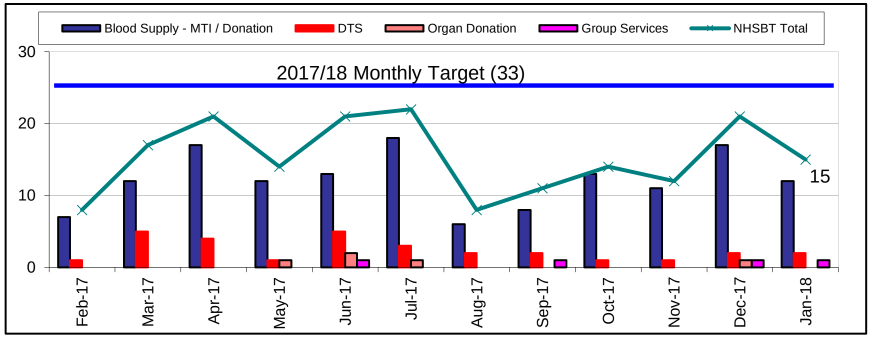
# Monthly Performance Report - As at the end of February 2018
## NHSBT Corporate - ICT / Workforce

### 63. IT system performance

| System availability | Period Target | Period Actual | Period RAG | RAG Trend |
|---|---|---|---|---|
| Donor Portal | 99.95% | 100.00% | G | Better |
| Pulse | 99.95% | 98.01% | R | - |
| OBOS | 99.95% | 100.00% | G | Better |
| Hematos | 99.95% | 100.00% | G | - |
| EOS | 99.95% | 100.00% | G | Better |
| NtXD | 99.95% | 100.00% | G | - |
| TMS | 99.95% | 100.00% | G | Better |

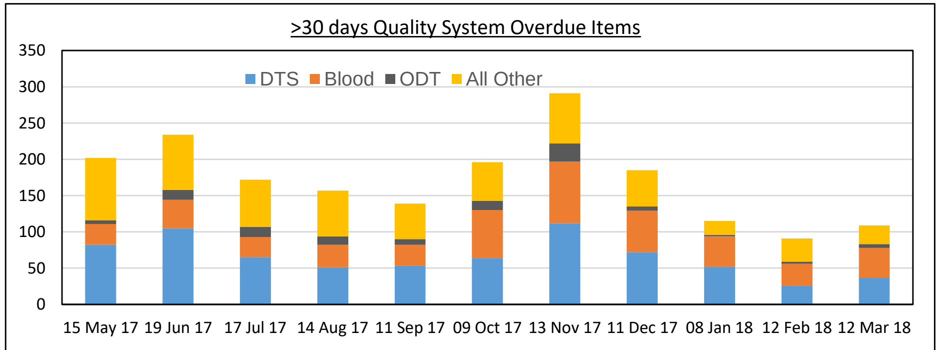
### 64. Health and Safety - Accident Reporting

| H&S Incident Levels (x 1 mth in arrears) | Level 1&2 MAT Target | Level 1&2 MAT Total | Level 1-3 Mthly Target | Level 1-3 Period Actual |
|---|---|---|---|---|
| Blood Donation | <=17 | 14 | <=24 | 10 |
| M&L | <=6 | 6 | <=4.5 | 2 |
| DTS/SpS | <=1 | 1 | <=2 | 2 |
| Organ Donation | 0 | 0 | <=1 | 0 |
| Group Services | 0 | 1 | <=1 | 1 |
| NHSBT | <=24 | 22 | <=32.5 | 15 |

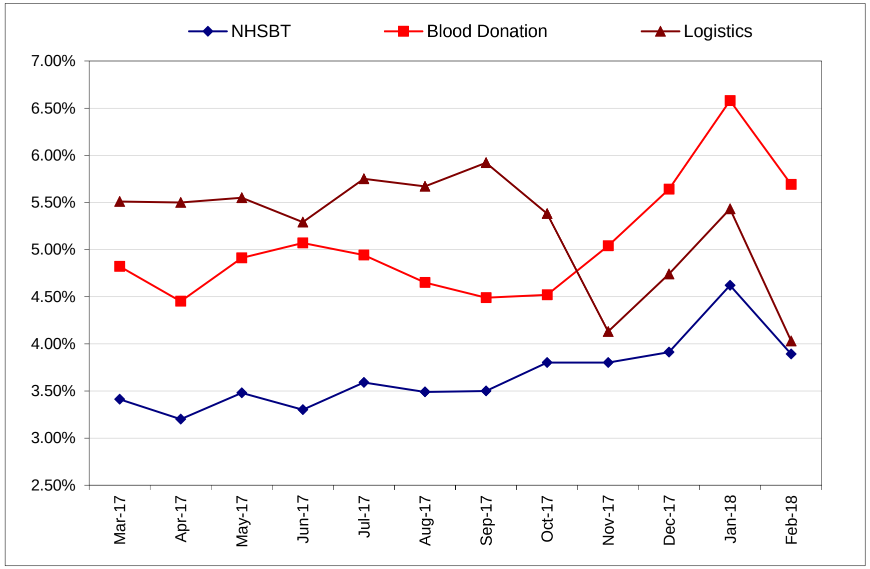



### 65. Quality System >30 days Overdue Items

| Directorate (as at 12 Mar) | Documents | Quality Incidents | Adverse Events | Change Control | Audit Findings | TOTAL |
|---|---|---|---|---|---|---|
| M&L | 4 | 24 | | 3 | 7 | 38 |
| DTS | 1 | 12 | 3 | 7 | 14 | 37 |
| ICT | 10 | 4 | | 3 | | 17 |
| ODT | 2 | | 1 | 2 | | 5 |
| CLINICAL | 4 | | | | | 4 |
| All Other | 3 | | | 3 | 2 | 8 |
| Total | 24 | 40 | 4 | 18 | 23 | 109 |




### 66. Sickness Absence



**RISK MANAGEMENT**

**Risk register summary ( net risk) and summary by themes**

| Corporate Risk Register Summary | Red | Amber | Green |
|---|---|---|---|
| **124** | 11 | 106 | 7 |

The dependency and reliance on the ageing hardware and software, and the SME, that supports the Pulse blood management system.

The ability to supply in case of the loss of a key facility (e.g. Filton, Speke) or the loss of critical IT systems (Pulse, Hematos, networks etc). The risk of critical system loss is increasing on the back of the significant changes that are planned (e.g. new desktop, CSM etc.) and the significant complexity and inter-dependency between them.

Inability to supply as a result of planning / supply challenges through:

- (at the macro level) limited visibility with regard to longer term blood demand trends and especially when current demand decline will be offset by the anticipated impact of demographic trends
- significant differential short term demand trends at group / component level (eg O neg red cells, A neg platelets)
- poor execution of plans to recruit donors and get them to session.

The scale of the transformation programme across NHSBT will create a significant challenge on the capacity and capability of NHSBT to safely execute the change (both ICT and business resources) and a potential distraction to delivering business as usual and, in particular, the need to rebuild stocks and active donors in the Blood Supply Chain.

The ability to maintain blood prices remains highly dependant on our ability to manage the combined impact of :

- the need to fund the significant investment in CSM (and uncertainty regarding the phasing of the spend and timescale)
- the organisational focus required to safely implement CSM and a slow down in the delivery of underlying BAU efficiency improvements
- ongoing reduction in red cell (and potentially platelet) demand and the loss of related income and contribution
- being able to generate significant productivity improvements in Blood Donation especially (given the inherent productivity gap and high contribution to overall costs) and the significant impact on service configuration required.

Ongoing reduction in demand will require significant changes to the configuration of blood collection services in order to maintain productivity and deliver the increased Blood 2020 targets. This would involve fewer / larger mobile sessions, greater use of fixed donor venues and much less collection activity in certain parts of the country. This could result in adverse donor reaction (and potentially attendance) if not managed and communicated well and an impact on supply if, for example, sufficient numbers of O neg donors cannot be retained. It may also exacerbate the current challenges being seen around unfilled appointments, cancellations and donor attrition.

The high prevalence of manual, paper based and verbal processes throughout NHSBT's operations, especially within reference testing and in the duty office within organ donation and transplant. Although these are mitigated by appropriate manual control checks, and new systems are removing transcription in some areas, there is a residual risk that these are ineffective and cause transcription errors that could lead to the death or harm of NHS patients.

| | |
|---|---|
| **RISK MANAGEMENT**<br><br>**Risk register summary ( net risk) and summary by themes (cont.)** | Risk to delivery of TOT 2020 strategic targets driven by :<br>• adverse trends in the organ donor pool<br>• inability to change consent levels<br>• lack of funding required for supporting business cases in respect of consent strategy and new technologies<br>• lack of transplant capacity.<br><br>Changing clinical/commissioning intentions in Stem Cells (ie Cord Blood / BBMR) as a recommended treatment, impacting on the outcomes and therefore the future viability of these services. In particular, in Cord Blood where a significant downturn in issues is ow being seen (international issues especially).<br><br>**There are no new high/extreme risk's this month:**<br><br>There is though a risk that significant numbers of donors may need to be deferred as a result of the impact of the Interval/Compare trials has not yet been formally raised on the risk register. If this risk were to materialise it would represent a threat to supply. Mitigation would require a significant increase in active donor numbers (exacerbating existing challenges with donor numbers and a resulting increase in marketing costs) and introduction of more accurate iron testing (also at increased cost). |