

NHSBT Board

25 May 2018

Chief Executive's Board Report**1. Status – Public****2. Executive Summary**

This paper summarises key communications activity and highlights other issues of performance and risk.

3. Action Requested**The Board is asked to:**

Note the report.

4. Communications Activity Since Last Board Meeting

- 4.1. We submitted a full written response to the Labour Party BAME blood and organ donation review in March and held briefing meetings with Eleanor Smith MP who is chairing the review panel. Our response detailed the challenges we face when seeking to increase the number of blood and organ donors from BAME communities. The results of the review are expected during mid-May.
- 4.2. We published the Taking Organ Transplantation to 2020 mid-point review on 22nd March. This report was circulated to key external bodies and promoted via social media by these stakeholders.
- 4.3. We launched our Blood Donation Campaign Forum in March. The forum brings together NHS Blood and Transplant, national blood services and charities who contribute to changing public behaviour about blood donation by sharing messages, insight, best practice and evaluation. Thirty-two organisations are members of the forum.
- 4.4. We held the quarterly Organ Donation Campaign Forum in April where we set out the direction for organ donation marketing 2018/19 including plans for Organ Donation week. As part of the forum the British Heart Foundation and Kidney Care UK presented on their stakeholder strategies for the ongoing DHSC organ donation consultation.
- 4.5. We supported an event attended by the Health Minister, Jackie Doyle-Price and chaired by the Deputy CMO Professor Gina Radford. 'Engaging Faith Groups in Organ Donation' brought together faith leaders and members of faith-based organisations to discuss what more can be done to support organ donation.

5. Promoting Donation

5.1. Organ donation:

5.2. We have created a range of new animations to educate people about our Organ Donor Register, and organ donation and transplant processes. These have been shared on the organisation's social media channels and are available on the Promoting Donation Hub for individuals and organisations to use in their own awareness raising activities.

5.3. A news release in early April marked the UK's record number of deceased organ donors and resulted in coverage in The Sun, Sky News, BBC Online, The Times, BBC Breakfast, and BBC Radio 5 Live.

5.4. Blood donation:

5.5. Extensive communication and marketing activity supported blood stock recovery. This included social media and press releases to promote sessions and donor centre opportunities in the weeks leading up to April, resulting in numerous pieces of regional TV, radio, and print coverage. We also worked with over 60 NHS, charity and government stakeholders as part of the campaign to boost stocks and created a new stock level graphic. This resulted in increased appointment fill rates and utilisation of Donor Centres. This work also prompted the highest ever month of new registered blood donors in March.

5.6. We launched our 'Bleed for' blood donor recruitment campaign. This features television, radio and social media advertising and will run throughout the year. The advert is voiced by actor Jim Broadbent and features a milkman delivering pints of blood rather than milk. Milk is something everyone expects to be there when needed, and the advert prompts people to think about the need to donate blood so that it is available.

5.7. Our Be Positive choir appeared in the opening heats of the Britain's Got Talent TV show and successfully made it through to the semi-finals which will take place at the end of May. The choir's appearance on the show led to a significant spike in donor registration – delivering around 3,000 additional donor registrations over the course of a weekend. Similar spikes can be expected as a result of the next appearance on Britain's Got Talent and the choir's appearance on the One Show on BBC1 in mid-May.

5.8. Due to increased registrations since January and interventions put in place to improve conversion, we have seen a significant increase in conversion rates within 120 days for new registered donors – moving from 64% to 67.7%.

5.9. The local marketing teams significantly increased 'Know your type' events in January to March 2018, running 74 events.

6. Performance and Management

- 6.1. Blood stock levels have again remained the dominant operational challenge over the last period. The position was slowly improving with stock levels regularly being above 25,000 units overall, but stock mix, notably O neg and B neg have remained a challenge, with significant amounts of operational effort required to maintain our current position. In delivering more opportunities to donate, productivity will not improve in line with expectations.
- 6.2. Donor recruitment activity has created demand for appointments from new donors but this has brought with it fulfilment challenges. New donors have higher than normal Did Not Attend rates and higher deferrals for low Haemoglobin and travel. As a result caps have been put in place on new donors, but current technology only allows this at a processing centre level, rather than session level, which in turn has led to inconsistencies in delivery of service between sessions.
- 6.3. Medium and Long-term forecasts suggest that the rate of decline in demand for Red Cells has slowed a little, alongside forecast falls in platelet demand. This will have to be reflected in future resource and session planning.
- 6.4. Organ donation is continuing to perform very well after delivery of another record year in 2017/18, with April being the third highest month ever with 144 donors.
- 6.5. The DTS team have begun the year positively with a net Income and Expenditure position £0.6mn ahead of plan to date. Cord and stem cell issues remain a little behind plan. Cornea stocks are in excess of 300.
- 6.6. Innovate UK has announced a £1.5m investment over the next three years to develop Advanced Therapies Manufacturing Apprenticeships. This was one of the six recommendations from the Advanced Therapies Manufacturing Taskforce.
- 6.7. Recruitment is now underway for Technician Scientists (Level 5). We already have 12 apprentices from 6 organisations (one of which is NHSBT) starting in September, with several more under discussion and likely to join this cohort. Other standards have also been develop, including the Science Manufacturing Technician (Level 3).
- 6.8. The work was delivered by a group of three people from both industry and NHSBT. This joint piece of work has been acknowledged by senior industry figures as a very important and practical contribution to creating the conditions in the UK for the long term sustained development of Advanced Cell Therapies.
- 6.9. Over the last few months we have had three MHRA inspections at Sheffield, Newcastle and the Birmingham Advanced Therapy Unit. The

Newcastle and Sheffield inspections went well with no Majors being raised, however a small number of Other items were raised in each inspection. We have provided responses to the MHRA which they have accepted and closed the inspections.

6.10. During the Birmingham ATU inspection the MHRA raised five Major deficiencies, mainly with the operational procedures associated with our clean room activities and our environmental monitoring processes. A small team was brought together and a robust action plan was developed to address the items identified. The MHRA has accepted this action plan and the team is now delivering to this plan.

6.11. The issue of overdue QMS items has continued to be a focus for the Executive Team and we are now seeing significant improvements in all areas. We are not there yet, but we will be pushing to get to zero overdue items as soon as possible and then sustaining that level of performance.

6.12. The Director of Marketing and Communications, Léonie Austin, left NHSBT on 18th May and I have asked Ceri Rose to become Interim Director. I have also announced my intention to leave NHSBT and join CQC as CEO at the end of July.

7. Activity in the next period

7.1. We will continue to build relationships with the team of civil servants being assembled to support the Infected Blood Inquiry being chaired by Sir Brian Langstaff. We have provided an initial briefing to the team and I have written to Sir Brian inviting him and his colleagues to visit our facilities.

7.2. The Government is expected to publish the outcome of its consultation on changes to organ donation legislation in England before the Summer Recess, including its proposed response. The committee stage for Geoffrey Robinson's Private Members Bill is now expected to be in the Autumn.

7.3. The Football World Cup in June will see targeted blood donor recruitment activity with a continuation of our 'Bleed for...' campaign, focussed on driving up the proportion of male donors.