

NHSBT Board
27 September 2018

Chief Executive's Board Report

1. Status – Official

2. Executive Summary

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

3. Action Requested

The Board is asked to:

Note the report.

4. Personal Perspective

Since taking over the role as Interim Chief Executive, my focus has been primarily on two areas: blood donation and the Core Systems Modernisation Programme. As the performance report details, although we have seen an improved stock position in August, we still face challenges in building stock to a position of resilience ahead of Christmas and the winter. We know that donation is affected by holiday periods and by bad weather conditions and we are working to make sure that we increase our stock in advance. I am particularly focused on ensuring that we understand what our true collection capacity is (i.e. the number of appointments that are likely to produce a bag of whole blood or platelets once haemoglobin deferrals, failed attendance, staffing or venue issues etc are taken into account), how this compares with the target collection numbers and what action we can take to align capacity with demand.

As part of getting to understand blood donation challenges better, I have visited sessions Birmingham New Street, Bristol, Stroud and Cambridge talking to front line colleagues and donors. I have been impressed, as always by the cheerfulness and commitment of our donor carers and nurses and the difficulties they face in providing a really good service without the right tools to support them. The Session Solution Proof of Concept was demonstrated by the nurses (Lauren Botham and Jamie Norgrove) who have led this work. Its ease of use and ability to transform the experience and safety on session for both donors and our colleagues was compelling.

5. Quality Issues

The issue of overdue Quality Management System items has continued to be a priority for the Executive Team and I have been following up with Directors

to ensure improved performance. I have written personally to all owners of items which are more than 30 days overdue asking them to resolve the issue they are responsible for immediately. We are not there yet, but I will be continuing to push to resolve this issue and achieve as near to zero overdue items as soon as possible.

There have been no regulatory inspections since the last Board meeting, but in September the MHRA will be carrying out scheduled inspections of Liverpool and Southampton; and the HTA will also be inspecting Liverpool. We have also been informed that the MHRA will be carrying out an unscheduled inspection of the PULSE system in October.

6. Communications Activity Since Last Board Meeting

We supported the Department of Health and Social Care as the Government published its response to the consultation on a new approach to organ and tissue donation. NHSBT supports any initiative that will increase the number of donations and transplants and we have provided spokespeople to explain the current system and what a move to opt out will mean. The Private Members Bill which would introduce opt-out had its Committee Stage in the Commons on 11 September. The Government aims to implement the new approach in April 2020 after a year-long public information campaign to explain the change.

My appointment as interim Chief Executive has been communicated with colleagues along with an explanation of the timelines and process for finding a permanent Chief Executive. I have taken the opportunity to set out my priorities for my time in the role.

The new pay deal for NHS staff is relatively complex and we have provided comprehensive communication to explain the deal to colleagues. This included live question and answer sessions using our new 'Yammer' internal discussion forum.

We are building a close working relationship with the Infected Blood Inquiry team and have responded positively to their request for documents and other evidence through our legal representatives. A communication plan is in place.

7. Promoting Donation

7.1. Organ donation:

7.2. Throughout August our media partnership with Pop Buzz and Capital Xtra targeted young ethnically diverse people in major urban areas with social, video and radio content.

- 7.3. We targeted Asian cricket fans at venues throughout the England v India cricket test series with an Operation Donation presence at the Edgbaston and Hampshire tests and worked closely with the Bharat Army Indian supporters' group to create a piece of content demystifying organ donation and showing support for the cause. I had the pleasure of donating gold heart pins to Jay and Sina Patel and Roger and Diane Cole (donor families) during the lunch break during the first test match at Edgbaston.
- 7.4. There was widespread media coverage of the Transplant Games in Birmingham and further afield. We increased our profile in the city throughout the games through billboard, radio and social media advertising to raise awareness of organ donation. Health Minister Jackie Doyle-Price attended the games to present a Donor City Award to the Mayor of Birmingham. In a survey carried out in the Midlands in August 53% of people living in Birmingham recalled seeing publicity about organ donation. 26% of people living in Birmingham recalled seeing something about the Transplant Games.
- 7.5. Organ Donation Week at the start of September generated a large volume of national and local media coverage on the theme of 'Words Save Lives'. The week was widely supported by organisations, patients, donor families, Hospital Trusts and Charity partners. Many public bodies across the country showed their support for organ donation week by lighting up their buildings pink (green in Scotland). We also ran radio and social media advertising, including a Twitter takeover on 4th September.
- 7.6. We worked with the Department of Health and Social Care and the Welsh Government to launch a community investment fund to encourage local community organisations to promote organ donation to black and Asian people. Organisations in England and Wales are invited to bid to the £110k fund available in England and £20k fund available in Wales which will be administered by NHSBT. Bids will be evaluated by an independent panel.
- 7.7. **Blood donation:**
- 7.8. We have now evaluated our World Cup campaign which ran through June and July featuring TV advertising, PR with former England midfielder Paul Ince, social media content with England goalkeeping greats Peter Shilton and David Seaman and a Date2Donate episode with Callum Best. This activity supported our work year to date to increase new donors, and they have increased on last year by 23% between April and August. During the Football World Cup there was a positive impact of a slight improvement in the proportion of male donors recruited (1 percentage point) when normally in campaign periods the percentage of new male registrations decreases as they are less responsive to Marketing and Communications channels (NHSBT Brightblue Consulting Econometrics Analysis January 2018).

- 7.9. Our regional event teams regularly run Know Your Type recruitment events across the country to encourage donation especially amongst those with priority blood groups. 41% of events are now Know Your Type events compared to 34% last year and we are also seeing much improved levels of sign ups per event. In August we were invited to run a session for staff at No10 Downing Street. The event was well received by all who took part and helped improve understanding of blood donation amongst key decision makers.
- 7.10. There has been considerable communication activity to help with recent issues with O negative stock levels. O negative stock has now returned to an acceptable level of around 4-5 days' supply. Website changes to help reduce registrations from people who can *never* donate blood, who would otherwise come to a session and be permanently deferred, were tested successfully in August and will be rolled out permanently this month.

8. Activity in the next period

- 8.1. We are currently working on a partnership with ITV2 to run a series of programme idents during the Halloween period featuring the cast of popular reality TV show Love Island. The younger audience profile of ITV2 helps meet our objective of recruiting younger donors (25 – 35). We are also looking to work with Superdrug and Boohoo Men.
- 8.2. We are currently working on plans for a joint blood and organ donation campaign during Black History Month in October. The campaign will celebrate our black donors and colleagues and their contribution to saving and improving lives and the theme will be 'Make history – save lives'.
- 8.3. The opening sessions of the Infected Blood Inquiry will take place on 24th, 25th and 26th September. The morning of the opening day will be a commemorative event for those who have died as a result of being infected. Our QC will make a statement on behalf of NHSBT on the third day. After the opening sessions there will be a period of document gathering. Oral hearings are likely to begin in the Spring of next year.
- 8.4. We will launch our new Intranet site 'LINK' during September. The new site has been developed with improved navigation to help colleagues find the information they need easily. It also has many tools to help collaborative working between teams.

14 September 2018