

**NHSBT Board**  
November 2018

**Chief Executive's Board Report**

**Status – Official**

**1 Personal Perspective**

- 1.1. Over the last two months huge effort has been devoted across the whole organisation to increasing our blood stocks to a safe and sustainable level as we move into winter. Despite the temporary closure of the West End Donor Centre for refurbishment, all the hard work is beginning to pay off with stocks nudging towards 30,000 units with a good spread across all blood types. We have also made progress in addressing some of the key issues that have impacted on the working lives of our blood collection teams.
- 1.2. In October NHSBT hosted visitors from the Alliance of Blood Operators with sessions on horizon scanning, strategy, branding and the world of work. This was an excellent opportunity to share thinking with colleagues from other Blood Services. I also attended a Nursing Times Awards dinner at which Organ Donation and Transplantation were shortlisted for three awards. We were delighted to win for our work on the DonorPath App.
- 1.3. In the week of 12<sup>th</sup> November, we initiated #ConnectingDay2018, during which every member of the Leadership Team was asked to spend a day with front-line colleagues understanding the challenges they face at work. I spent an informative day in Tooting with both the marketing and blood collection teams and came away with some clear messages about delivering a CRM system to improve donor communications; when we ask teams to do something giving better explanations; and making sure we maintain staffing levels.
- 1.4. More awards in November with our internal 'Give Hope' Awards held on 20<sup>th</sup> November in Sheffield celebrating all the fantastic work done by NHSBT colleagues. This was followed on 21<sup>st</sup> by the Health Service Journal Awards where we were delighted that Anthony Clarkson won the prestigious Clinical Leader of the Year award.

**2 New London Donor Centre**

- 2.1 We have been searching for an additional donor centre in London for some time and have been progressing our interest in a site at London Bridge owned by TfL. We were hoping to bring forward a paper seeking

support for sign off on this project however we have identified a number of challenges that make it unlikely that we will be able to secure this property.

- 2.2 The challenges include ensuring permission for 'change of use' from offices to healthcare operations (D1 licence), and as the site is on a busy red route, the ability for Logistics to deliver consumables safely and legally. We are working hard to see if these challenges can be overcome but it is unlikely that we can achieve the necessary changes within the 30-day window that the landlord requires to secure the site and we are told that another party is interested who would not face our constraints.

### **3 Communications Activity Since Last Board Meeting**

- 3.1 The Organ Donation Deemed Consent Bill has been closely tracked through Parliament, prompting numerous briefing requests and media enquiries. We have been in discussion with DHSC about proposals for a public information campaign in advance of the new legislation being implemented and are close to agreeing appropriate funding for a three-year campaign which will be delivered by NHSBT. Initial research on awareness and messaging has been carried out to help inform the creative approach to the campaign which would launch in April 2019 if the Bill progresses successfully.
- 3.2 The preliminary hearings of the Infected Blood Inquiry in September triggered significant media interest. NHSBT issued a statement outlining our commitment to transparency and supporting the aims of the Inquiry. We have developed content explaining blood safety for our website and social media channels. A visit to Filton is being arranged for our legal advisors to help build understanding of modern safety standards. A similar visit will be arranged for the Infected Blood Inquiry Team in the New Year, ahead of public evidence sessions in the Spring.
- 3.3 Following an invitation from NHS England we have submitted our views on the NHS Strategic planning process. The Chair and I wrote to Simon Stevens outlining the areas where we feel NHSBT will contribute most significantly to the NHS in the next decade. We have received a positive response and hope to meet with Simon Stevens soon.
- 3.4 The Director of Blood Donation has written to all colleagues in blood donation teams to thank them for their continued hard work in response to blood stock issues. The letter also responds to concerns arising from additional pressures on the teams. These issues have been discussed and are being progressed positively with Trade Union colleagues.
- 3.5 The Chair has now made an announcement to welcome Betsy Bassis as our new Chief Executive. I look forward to Betsy joining NHSBT and to supporting her as she settles into her new role in March next year.

## 4 Promoting Donation

### Organ donation:

- 4.1 We have now evaluated the summer activity which was part of the Government's campaign to increase support for organ donation among black and Asian people and increase the number of BAME donors.
- 4.1.1 Activity with cricket supporters group the Bharat Army during the England v India test match series led to content being shared with 175k of their followers.
  - 4.1.2 Media partnerships with Pop Buzz, Capital Xtra, Wanna Be and Global Pillage produced a range of content targeted at a young BAME audience. All elements of the media partnerships overdelivered in terms of target audience reach and engagement.
  - 4.1.3 A targeted 'Words save lives' paid media campaign in Birmingham during the Transplant Games led to 47% of residents being aware of the campaign. BAME groups were more likely to have seen it. 22% of BAME respondents said they had acted on the campaign by registering to donate or having a conversation with family.
- 4.2 In the Summer we launched a call for funding to the Community Investment Scheme which provides grants to organisations to promote organ donation to black and Asian people. Forty applications were assessed by an independent panel, 19 of them for large grants (over £2,500k) and 21 for small grants (less than £2,500k). The panel reviewed all the applications against the published criteria and applicants are being informed of the outcomes. Investment in projects is likely to be £140-150k. Evaluation measures are in place to monitor delivery.
- 4.3 In November we supported the Department of Health and Social Care by arranging a Parliamentary event for the Minister to relaunch the BAME organ donation toolkit for MPs. All MPs received the toolkit and 30 attended the event which was also attended by the Chair and featured presentations by case study families.

### Blood donation:

- 4.4 Our ongoing Bleed for... campaign continues successfully with new blood donor registrations standing at 313,222 year to date - around 100,000 more than the same period last year.
- 4.5 In total 24,481 new donors donating this year to date have been at donor centres, reflecting our focus on recruiting locally to fill capacity. The events team have contributed significantly to increasing donor centre attendance with local promotions delivering over 10,000 donor centre registrations and 2,128 donor centre donations, double the performance in the same period last year. Black donor registrations currently stand at 8,229 year to date,

slightly below targets, but we expect more of these to donate with the increase in London capacity during the winter.

- 4.6 The opening of the Leicester Donor Centre attracted significant media interest in the local area. The launch was attended by the Chair and Leicester and England rugby star Ben Kay, along with moving contributions from two local case studies. Promotional activity will continue as we seek to ensure that the capacity at the new centre is filled.
- 4.7 Our Halloween partnership with ITV2 delivered programme idents and social media content featuring 'Love Island' cast members as the 'Blood Squad' delivering myth busting content to a predominantly younger adult audience. In the three days leading up to and including Halloween there was a 70% increase in registrations. Overall in October, 42,656 people registered to give blood, a 25% increase compared to the same period in 2016 and 2017. Furthermore, 78% of these have been under 40 compared to the monthly average of around 70%.
- 4.8 In Black History Month we shared a range of myth-busting content targeting black donors generating 23.5 million opportunities to see. The most effective was a short [video](#) shared on social media channels presented by young sickle cell sufferer Miai and her puppet partner Ama. This was widely shared and generated 7.6 million opportunities to see. We saw the highest black registrations year to date at 1,483. This was driven by a combination of strong PR, events and social coverage.

## **5 Activity in the next period**

- 5.1 We are working closely with DHSC and NHS Digital on the development of the NHS App. One of the first services on the app will be organ donation registration, including the new faith declaration. Work is progressing well and on track to launch in December.
- 5.2 Our winter stock build campaign for blood is now under way encouraging existing donors to make and keep appointments in the run up to and over the holiday period. In the New Year we will run a donor conversion campaign to bring through the priority audiences that have registered.

## **6 Quality**

- 6.1 Since my last report we have had some excellent regulatory inspection performance with MHRA blood inspections at Liverpool and Southampton, plus an HTA inspection of Liverpool and associated satellite sites, including Manchester Eye Bank. No Majors were raised in any of these inspections.
- 6.2 We also received a MHRA "ad hoc" inspection of our PULSE/ICT systems and how they are managed within the QMS at Birmingham. This was the

first MHRA inspection focused specifically on our control systems around PULSE. The inspectors did not raise any Major deficiencies; however, they did note that ICT changes and incident management needed to have more QA oversight and should be more clearly managed within the QMS.

6.3 Liverpool also received an inspection by our Notified Body (Underwriters Laboratory) covering our Reagent manufacturing activities for our commercial CE marked products. This meant that the Liverpool site had 3 inspections within 2 weeks, all of which were managed very well by the Operational and QA teams.

6.4 There has been some excellent progress on overdue QMS items in both M&L and DTS. However, there were slight increases in BD, some of which may be related to the operational team focus on building stocks. QA and BD are working together to manage the situation while the stock build continues.

7 Waivers reported for Sept. – Nov. 2018 (up to 19<sup>th</sup> Nov) NB\*\* W00300 came in after deadline for November GAC

Ref	Supplier	Product/Service	Reason		Value
W00270	Muddimans	Building Contractor	As part of the completed agreement for lease signed with University of Southampton dated 21/05/18, NHSBT have agreed to undertake works to alter & fit out part of its building in Southampton. <a href="#">The tenant will fully reimburse NHSBT the costs of these works on completion.</a>	<b>** Costs to be refunded**</b>	<b>£50,350.00</b>
W00271	Softcat	Cisco Hyperflex	Waiver sought to single source based on cost being passed through of Cisco costs with deep discount provided for trial use of the hardware. Discount level not available to other vendors and the lifetime of the discount is time limited.		£51,826.00
W00272	Mesie	Closed System Serum Eye Drop Chains – 894 chains for 36 vials	Currently the Serum Eyedrop programme supplies eye drops in glass bottles. As the supply contract for these bottles has come to an end, a procurement process was completed to find a new supplier, this time for a closed system. As part of this process, validation was completed on the product supplied by the single respondent to this tender. The reason for this waiver is 1) to allow patients who were part of the validation to stay using the closed system, rather than switching back to bottles for a short period, and 2) it will provide a stock of containers to allow this product to continue to be issued (prior to the contract being let after the NHSBT Board on 4th Jul 2018)		£70,000.00
W00289	Softcat	Donor Path Development and maintenance	Approval to remain on current contract for an additional four months is requested to support the delivery of the critical “inflight” development and allow for the re-procurement process to be concluded.		£96,258.00
W00293	Eye Spy Products Ltd	Blades for Gebauer Microkeratome	As part of the completed agreement for lease signed with University of Southampton dated 21/05/18, NHSBT have agreed to undertake works to alter & fit out part of its building in Southampton. <a href="#">The tenant will fully reimburse NHSBT the costs of these works on completion.</a>	<b>** Costs to be refunded**</b>	<b>£90,000.00</b>
W00297	GR Electrical Services Ltd	Supply of ‘plug-in switch gear’	Using the nominated supplier allows the replacement works to be undertaken with a maximum of 2 x 40 minute electrical shutdowns and consistency with similar equipment already installed, reducing the risk to business continuity at Manchester Blood Centre during the proposed works.		£50,000.00
W00300	Create Productions	Promotional sales staff situated near Donor Centres to encourage new donor recruitment and book appointments on the day	With the stock crisis there is a short-term need (until 31 <sup>st</sup> Dec 2018) to recruit more donors specifically to donate at Donor Centres. This activity has proven successful & cost-effective for conversion, compared with other recruitment channels. Walk-in slots are being offered for these donors where there is capacity and proximity to high footfall areas. The activity is being assessed & reviewed weekly to maintain performance & individual agency member level to ensure consistency of result delivery. The current provider understands our requirements & has demonstrated flexibility in their service provision & has our confidence for the remainder of the period. Moving to another provider would cause delay in delivery of this recruitment & further impact blood stock levels. The cost of this activity is significantly cheaper than for biddable paid media channels so demonstrably cost-effective.		£110,000.00
				<b>* Less £140,350.00*</b>	Total Value of £518,434.00

## **8 Action Requested**

**The Board is asked to:**

Note the report, including the waivers listed below.

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