

# Board Performance Report

## For the period ended 30<sup>th</sup> June 2018

	Status	Trend	Comments
Blood Components			Stocks remained at around 25k during June but are now falling towards 20k (ca 4 days – red status). O negative has been consistently below the 3-day alert level despite lower demand. Projections indicate an ongoing collection shortfall to target over the near term, with stock levels remaining low, and possibly falling below 4 days.
DTS			DTS income is 3.0% higher than plan year to date, resulting in an income and expenditure surplus of £0.9m. There have now been 50 adult donor BBMR provisions versus 60 planned and 11 cord blood issues versus 16 planned. Cornea stocks decreased to 282 units by the end of June.
ODT			After a strong start to the year donation levels were low in June with only 113 donors. As a result, there have been 400 donors in the year to date, 2% lower than target, although 9% better than last year. The number of deceased transplants is 12% lower than target in the year to date, although 6% higher than last year. Living Donors (reported one month in arrears) were 38% lower than target for year to date May 2018.
Corporate			Sickness absence remained unchanged this month at 3.3%.
Finance			NHSBT reported a surplus in June year to date of £4.9m, £1.8m better than plan. The forecast for the year, however, is adverse with underlying cost variances in Blood/Group of £2.5m. The 5-year projection for Blood continues to be indicate a cash rich/income poor position and a need for a price increase in 2019/20.
Change Programme			The overall Transformation Programme status remains at “red” with 4 projects at red status, including CSM. Spend on CSM in 2018/19 is likely to be materially lower than the original £8.8m that was planned.

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**NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 30 JUN 2018**

Income	Plan WTE (Ave YTD)	Actual WTE at period end	Year to date			Full Year			Forecast variance vs Budget £k
			Budget	Actual	Variance	2017-18 Actual	Latest Budget	Forecast	
			£k	£k	£k	£k	£k	£k	
Revenue Cash Limit - Organ Donation & Transplantation			15,482	15,482	0	61,927	61,927	61,927	0
Revenue Cash Limit - Diagnostic and Therapeutic Services			1,043	1,043	0	4,173	4,173	4,173	(0)
Blood & Components Income			65,898	65,249	(649)	256,910	258,681	259,588	907
Diagnostic and Therapeutic Services Income			17,186	17,631	444	71,011	72,516	73,174	658
Research & Development			243	250	7	1,686	971	920	(51)
Organ Donation & Transplantation Other Income			2,940	2,965	25	12,011	11,762	11,849	87
All Other Income			1,288	1,433	145	7,230	5,174	5,662	488
<b>Total Income</b>			<b>104,080</b>	<b>104,052</b>	<b>(28)</b>	<b>414,949</b>	<b>415,203</b>	<b>417,293</b>	<b>2,090</b>
<b>Expenditure</b>									
Cost of Sales - Blood Component Stock Movement			2,181	772	(1,409)	(1,288)	0	0	0
Cost of Sales - Tissues Stock Movement			0	(197)	(197)	(85)	0	(196)	(196)
Organ Donation & Transplantation: Operational Expenditure	416	410	(15,177)	(14,565)	612	(60,097)	(60,623)	(61,168)	(545)
Organ Donation & Transplantation: Change Programme	7	17	(1,046)	(928)	117	(4,829)	(5,163)	(5,243)	(80)
Blood Supply: Manufacturing, Testing & Issue	711	746	(16,585)	(16,679)	(95)	(68,140)	(66,172)	(66,772)	(600)
Blood Supply: Blood Donation	1,377	1,373	(17,213)	(17,210)	3	(72,103)	(70,841)	(71,561)	(720)
Blood Supply: Logistics	336	342	(5,008)	(5,196)	(188)	(21,010)	(20,139)	(20,265)	(126)
Diagnostic and Therapeutic Services: Operational Expenditure	850	833	(16,457)	(15,777)	680	(62,224)	(65,436)	(65,699)	(263)
Diagnostic and Therapeutic Services: Change Programme	0	0	0	(17)	(17)	0	282	282	(0)
Quality	83	82	(1,227)	(1,186)	41	(5,006)	(4,951)	(4,924)	27
Chief Executive and Board	3	4	(156)	(140)	16	(627)	(625)	(641)	(16)
Communications	65	67	(1,807)	(1,797)	10	(7,409)	(6,674)	(6,735)	(61)
Estates & Facilities	76	75	(9,442)	(9,383)	59	(39,592)	(38,970)	(39,142)	(172)
Finance	88	90	(1,333)	(1,320)	13	(5,581)	(5,330)	(5,548)	(218)
Business Transformation Services	25	21	(396)	(328)	68	(1,391)	(1,585)	(1,485)	100
People	114	116	(1,833)	(1,771)	63	(7,204)	(7,331)	(7,126)	205
Information Communication Technology	179	171	(6,155)	(5,974)	180	(23,714)	(24,967)	(25,305)	(338)
Clinical Directorate	171	155	(3,536)	(3,368)	169	(13,779)	(14,013)	(14,113)	(100)
Research & Development	35	41	(919)	(881)	38	(5,127)	(4,233)	(4,233)	(0)
Change Programme (Blood & Corporate)	8	38	(4,264)	(2,755)	1,509	(24,196)	(20,255)	(20,413)	(158)
Miscellaneous and Capital Charges			(636)	(499)	138	(1,745)	(2,546)	(2,586)	(40)
<b>Total Expenditure</b>	<b>4,544</b>	<b>4,580</b>	<b>(101,008)</b>	<b>(99,198)</b>	<b>1,810</b>	<b>(425,145)</b>	<b>(419,571)</b>	<b>(422,873)</b>	<b>(3,302)</b>
<b>Surplus/(Deficit)</b>			<b>3,072</b>	<b>4,854</b>	<b>1,782</b>	<b>(10,197)</b>	<b>(4,367)</b>	<b>(5,580)</b>	<b>(1,213)</b>

A surplus of £1.3m was reported in June, £2.4m better than plan.

Year to date NHSBT is reporting a surplus of £4.8m, £1.8m better than plan. This is driven by lower volumes across Blood Components (£0.6m) and cost of sales (lower red cell stocks - £1.4m) more than offset by lower change programme spend (£1.5m), a favourable DTS contribution (£0.9m) and lower expenditure across most group services (£0.8m).

The current forecast for the year, however, is for a £5.6m deficit, versus £4.4m budgeted. This reflects higher Blood income (£0.9m), Other income (£0.5m) and DTS contribution (£0.3m), more than offset by higher ODT spend (£0.5m - albeit funded from cash), Blood Donation (£0.7m - delays in Continuous Care Model savings and overtime), M&L (£0.7m - headcount variance and stock movement costs) and adverse variances across group services (£0.5m).

Balance sheet - current assets were £52.9m at the end of June 2018 with a cash balance of £38.1m (including capital charges payable of £4.4m).

Debtor days were at 22 in June, worse than last month (May 19 days) albeit at target level, however, >90 days overdue debtors were better this month and are now at £1.95m (vs May18 £2.28m).

**Statutory Accounts Presentation**

NHSBT Surplus/(Deficit) as above	3,072	4,854	1,782	(10,197)	(4,367)	(5,580)
Add back Notional Cost of Capital	1,774	1,774	0	7,422	7,176	7,176
Remove Revenue Cash Limit	(16,525)	(16,525)	0	(66,100)	(66,100)	(66,100)
Deduct Capital Charges Cash Payment	(4,364)	(4,364)	0	(17,544)	(17,441)	(17,441)
<b>Net Expenditure</b>	<b>(16,043)</b>	<b>(14,261)</b>	<b>1,782</b>	<b>(86,419)</b>	<b>(80,732)</b>	<b>(81,945)</b>

## NHSBT CASH FLOW - FORECAST 2018/19

	Actual Apr-18 £k	Actual May-18 £k	Actual Jun-18 £k	Forecast Jul-18 £k	Forecast Aug-18 £k	Forecast Sep-18 £k	Forecast Oct-18 £k	Forecast Nov-18 £k	Forecast Dec-18 £k	Forecast Jan-19 £k	Forecast Feb-19 £k	Forecast Mar-19 £k	Total £k
<b>Opening bank balance</b>	<b>23,479</b>	<b>27,318</b>	<b>47,842</b>	<b>38,137</b>	<b>42,667</b>	<b>49,497</b>	<b>58,042</b>	<b>50,173</b>	<b>55,835</b>	<b>53,820</b>	<b>57,028</b>	<b>61,115</b>	<b>23,479</b>
<b>Receipts</b>													
Debtors & Other Receipts	24,817	35,821	27,772	33,025	29,088	36,804	27,611	27,779	28,698	23,796	26,946	30,756	352,914
Revenue Cash Limit	0	16,525	0	5,508	5,508	5,508	5,508	5,508	5,508	5,508	5,508	5,508	66,100
Capital Cash Limit	0	0	0	2,500	0	0	0	2,500	0	2,500	0	6,300	13,800
<b>Total income</b>	<b>24,817</b>	<b>52,346</b>	<b>27,772</b>	<b>41,034</b>	<b>34,597</b>	<b>42,313</b>	<b>33,120</b>	<b>35,788</b>	<b>34,207</b>	<b>31,804</b>	<b>32,454</b>	<b>42,565</b>	<b>432,814</b>
<b>Payments</b>													
Staff Expenses	9,928	16,465	16,455	18,401	16,912	17,109	16,986	16,998	16,999	16,980	17,023	24,013	204,267
Other Revenue Payments	10,734	15,223	20,691	18,002	10,656	15,658	14,283	12,128	18,222	10,116	9,845	48,208	203,766
Capital Charges	0	0	0	0	0	0	8,720	0	0	0	0	8,721	17,441
Capital Payments	317	134	331	100	200	1,000	1,000	1,000	1,000	1,500	1,500	5,718	13,800
<b>Total costs</b>	<b>20,979</b>	<b>31,822</b>	<b>37,477</b>	<b>36,503</b>	<b>27,767</b>	<b>33,767</b>	<b>40,988</b>	<b>30,126</b>	<b>36,221</b>	<b>28,596</b>	<b>28,367</b>	<b>86,660</b>	<b>439,274</b>
<b>Closing bank balance</b>	<b>27,318</b>	<b>47,842</b>	<b>38,137</b>	<b>42,667</b>	<b>49,497</b>	<b>58,042</b>	<b>50,173</b>	<b>55,835</b>	<b>53,820</b>	<b>57,028</b>	<b>61,115</b>	<b>17,019</b>	<b>17,019</b>

Debtor Days (Target is 22 days)	26	19	22
YTD BPPC By Value % (Target is 95%)	95.6%	94.0%	94.0%
YTD BPPC By Number % (Target is 95%)	92.0%	92.9%	93.2%

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	1,260	635	505	39	81	Invoices not authorised for payment
King's College Healthcare NHS Trust	1,119	464	643	6	6	Invoices authorised - unable to provide payment date
Barts Health NHS trust	755	725	4	3	23	Invoices not authorised for payment
University Hospital Birmingham NHS Trust	598	360	237	1	1	£236k received 09/07 - remainder of invoices not authorised
Guy's & St. Thomas NHS Foundation Trust	546	458	25	1	62	Invoices not authorised for payment
<b>Total 5 Overdue Debtors</b>	<b>4,278</b>	<b>2,642</b>	<b>1,414</b>	<b>50</b>	<b>172</b>	
Other Debtors	10,664	5,273	2,673	937	1,781	
<b>Total Overdue Debtors</b>	<b>14,942</b>	<b>7,915</b>	<b>4,087</b>	<b>987</b>	<b>1,953</b>	

Target £0.95m for over 90 days by 31/03/2019	Profile by Month											
	Actual Apr-18 £000s	Actual May-18 £000s	Actual Jun-18 £000s	Forecast Jul-18 £000s	Forecast Aug-18 £000s	Forecast Sep-18 £000s	Forecast Oct-18 £000s	Forecast Nov-18 £000s	Forecast Dec-18 £000s	Forecast Jan-19 £000s	Forecast Feb-19 £000s	Forecast Mar-19 £000s
	3,343	2,281	1,953	1,820	1,687	1,554	1,421	1,288	1,155	1,022	889	950

**NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 30 JUNE 2018**

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics				Tissues	Stem Cells				TAS	ODT	TOTAL
		RCI	H&I	Reagents	IBGRL		CMT	CBC	BBMR	CBB			
<b>Income</b>													
Prices	66.1	3.6	3.3	0.4	0.5	3.3	2.2	-	0.9	0.2	2.3	-	83.0
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	2.9	2.9
Grant in Aid	-	-	-	-	-	-	-	-	0.5	0.6	-	15.5	16.5
Other	0.9	0.1	0.0	-	-	-	0.1	0.1	0.0	0.2	0.2	0.0	1.6
<b>Total Income</b>	<b>67.0</b>	<b>3.8</b>	<b>3.3</b>	<b>0.4</b>	<b>0.5</b>	<b>3.3</b>	<b>2.3</b>	<b>0.1</b>	<b>1.4</b>	<b>0.9</b>	<b>2.5</b>	<b>18.4</b>	<b>104.1</b>
<b>Expenditure</b>													
<b>Variable Costs</b>													
Consumables	(10.0)	(0.3)	(0.8)	(0.1)	(0.1)	(0.5)	(0.5)	(0.1)	(0.1)	(0.1)	(0.8)	(0.8)	(14.3)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Variable Costs</b>	<b>(10.0)</b>	<b>(0.3)</b>	<b>(0.8)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.8)</b>	<b>(0.8)</b>	<b>(14.3)</b>
<b>Variable Contribution</b>	<b>57.0</b>	<b>3.5</b>	<b>2.5</b>	<b>0.3</b>	<b>0.4</b>	<b>2.9</b>	<b>1.8</b>	<b>0.0</b>	<b>1.2</b>	<b>0.8</b>	<b>1.7</b>	<b>17.6</b>	<b>89.8</b>
<b>Direct Costs</b>													
Pay	(21.1)	(1.9)	(1.6)	(0.2)	(0.3)	(1.7)	(1.1)	(0.2)	(0.4)	(0.5)	(0.7)	(6.5)	(36.2)
Non Pay	(4.8)	(0.1)	(0.2)	(0.0)	(0.0)	(0.7)	(0.3)	(0.1)	(0.2)	(0.2)	(0.2)	(7.4)	(14.2)
<b>Total Direct Costs</b>	<b>(25.9)</b>	<b>(2.0)</b>	<b>(1.8)</b>	<b>(0.2)</b>	<b>(0.3)</b>	<b>(2.4)</b>	<b>(1.4)</b>	<b>(0.4)</b>	<b>(0.6)</b>	<b>(0.7)</b>	<b>(0.9)</b>	<b>(13.9)</b>	<b>(50.5)</b>
<b>Direct Contribution</b>	<b>31.1</b>	<b>1.5</b>	<b>0.7</b>	<b>0.1</b>	<b>0.1</b>	<b>0.5</b>	<b>0.4</b>	<b>(0.3)</b>	<b>0.6</b>	<b>0.1</b>	<b>0.9</b>	<b>3.7</b>	<b>39.3</b>
<b>Direct Support</b>													
Operational Directorate costs	(1.5)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.4)	(2.1)
Logistics	(5.1)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.0)	-	(0.0)	(0.0)	(0.0)	(0.0)	(5.2)
Clinical	(2.1)	(0.1)	-	-	-	(0.0)	(0.0)	-	(0.0)	(0.0)	(0.1)	(0.3)	(2.6)
Attributable Estates costs	(5.3)	(0.3)	(0.2)	(0.0)	(0.1)	(0.3)	(0.3)	(0.0)	(0.0)	(0.0)	(0.0)	(0.3)	(7.0)
Attributable IT costs	(1.3)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.0)	(0.0)	(0.6)	(2.0)
Depreciation / Cost of Capital	(0.5)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.1)	(1.1)
<b>Total Direct Support</b>	<b>(15.7)</b>	<b>(0.6)</b>	<b>(0.4)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(0.0)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>(0.2)</b>	<b>(1.7)</b>	<b>(20.1)</b>
Notional Internal Income Uplift	(0.5)	(0.0)	0.5	0.1	0.1	0.0	0.0	(0.0)	(0.1)	0.0	0.0	(0.0)	(0.0)
Cost of Sales	0.8	-	-	-	-	(0.2)	-	-	-	-	-	-	0.6
<b>Contribution to Unallocated Costs</b>	<b>15.6</b>	<b>0.9</b>	<b>0.8</b>	<b>0.1</b>	<b>0.0</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>(0.4)</b>	<b>0.3</b>	<b>(0.0)</b>	<b>0.7</b>	<b>2.0</b>	<b>19.8</b>
<b>Total Allocated Costs</b>	<b>(51.3)</b>	<b>(2.9)</b>	<b>(2.5)</b>	<b>(0.3)</b>	<b>(0.5)</b>	<b>(3.5)</b>	<b>(2.4)</b>	<b>(0.5)</b>	<b>(1.0)</b>	<b>(1.0)</b>	<b>(1.9)</b>	<b>(16.4)</b>	<b>(84.3)</b>
<b>Unallocated Costs Apportioned</b>													
Directorate costs	(5.2)	(0.3)	(0.2)	(0.0)	(0.0)	(0.3)	(0.2)	(0.1)	(0.1)	(0.1)	(0.2)	(1.7)	(8.4)
Estates costs	(1.4)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.5)	(2.3)
Depreciation / Cost of Capital	(0.3)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.4)
<b>Total Unallocated Costs</b>	<b>(6.9)</b>	<b>(0.4)</b>	<b>(0.3)</b>	<b>(0.0)</b>	<b>(0.1)</b>	<b>(0.5)</b>	<b>(0.3)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>(2.2)</b>	<b>(11.2)</b>
<b>Operating Net Surplus / (Deficit)</b>	<b>8.7</b>	<b>0.5</b>	<b>0.4</b>	<b>0.1</b>	<b>(0.1)</b>	<b>(0.6)</b>	<b>(0.4)</b>	<b>(0.5)</b>	<b>0.2</b>	<b>(0.1)</b>	<b>0.4</b>	<b>(0.2)</b>	<b>8.6</b>
Transformation Costs	(2.8)	-	-	-	-	-	-	-	-	-	-	(0.9)	(3.7)
<b>Total Allocated Costs Inc Transformation</b>	<b>(54.1)</b>	<b>(2.9)</b>	<b>(2.5)</b>	<b>(0.3)</b>	<b>(0.5)</b>	<b>(3.5)</b>	<b>(2.4)</b>	<b>(0.5)</b>	<b>(1.0)</b>	<b>(1.0)</b>	<b>(1.9)</b>	<b>(17.3)</b>	<b>(88.0)</b>
<b>Net Surplus / (Deficit) Inc Transformation</b>	<b>6.0</b>	<b>0.5</b>	<b>0.4</b>	<b>0.1</b>	<b>(0.1)</b>	<b>(0.6)</b>	<b>(0.4)</b>	<b>(0.5)</b>	<b>0.2</b>	<b>(0.1)</b>	<b>0.4</b>	<b>(1.1)</b>	<b>4.9</b>
<b>RAG STATUS (Actuals V Plan)</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>R</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>
<b>R&amp;D PROGRAMME COSTS</b>	<b>(0.9)</b>	<b>(0.2)</b>	<b>(0.0)</b>	<b>-</b>	<b>-</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(0.0)</b>	<b>(1.4)</b>

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
<b>BLOOD</b>	<b>Blood Donation and the Donor Experience</b>	78% of blood donors scoring => 9/10 for satisfaction.	R	Worse	73.9% vs plan of 78% – Chart 11.
		No. of complaints per million donations	R	-	0.66% vs plan of 0.49% – Chart 12
		% of whole blood donations in donor centres – 2018/19 target of 23%	G	-	At 22.3% (vs 20.6%)
		Blood Donation Productivity: units/FTE/year	A	-	1.435 vs plan of 1,509 – charts 27/28.
		Number of Donors Donating over the last 12 months (000's) – 2018/19 target of 870k	R	-	825.7k in May (vs requirement of 870.5k) – Chart 17.
		Frequency of Donation (overall) – target of 1.71	G	--	1.825(vs target of 1.806) - (Chart 17).
		Number of O- neg Donors donating last 12 months (000's) 2018/19 target of 106.7k	R	-	104.3k in June (vs requirement of 110.5) – Chart 18.
		Frequency of Donation (O neg donors) – 2018/19 target of 1.90.	G	-	1.91 (vs target of 1.93) – Chart 18.
		R <sub>0</sub> donors donating over the last 12 months.	R		19.9k in June (vs 35k targeted)
		A neg CD donors donating over the last 12 months.	-		To be reported from next month – target TBC
	<b>Supply-Chain Operations</b>	Red Cell Blood Stocks – Alert Levels	R	-	12 occasion's in June 2018 (vs zero target for the year)
		Platelet Demand vs. Stock levels	G	-	Stocks 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	-	Lower than target at 96.95% (vs 97%) – chart 3.
		Manufacturing Productivity (units/FTE/year)	A	-	June at 10.66k (11.0k) and worse than plan – Chart 25.
		Testing Productivity (units/FTE/year)	A	-	35.4k vs plan of 36.4k – Chart 26.

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

- Red cell issues in June were 1.7% higher than forecast. O negative demand was, however, 2.9% below forecast, with a recent stream of alert letters to hospitals probably helping to suppress demand. R<sub>o</sub> was 3.9% lower than forecast albeit this reflects that overall growth is now looking more like 12% in 2018/9 rather than the 15% assumed.
- Whole blood collections were 3.3% lower than plan in June and hence the planned stock build was not achieved. This trend has continued through July with overall stocks now falling to around 20k and reaching 4.2 days (red status on 12 July). This reflects that, over the last 4 weeks, collections have been 6,300 units lower than plan with issues 1,300 units higher than plan. To mitigate this manufacturing have been running hard to bring through work in process stocks to maximise the validated stock available for issue. Looking forward the projections indicate that collections will continue to run 2,000 – 2,500 units below plan each week (equivalent to 1 day of stock) with stocks potentially falling below 4 days next week. A plan to deliver an additional 8,300 units over the next 16 weeks has been put in place (eg including temporary installation of 3 additional beds on floor 1 of WEDC) – this will help reduce, but will not close, the gap to plan.
- The collection performance reflects a reduction in conversion of donors attending to donating. Normally this would run at 89% (ie of every 100 donors attending, 89 donate) but this has fallen to 84% since the start of March (reducing collections by around 1,500 units per week). There is some seasonal impact to this but the key drivers are the large volumes of new donors attending (now 14% of attendees versus 10% last year) and the impact of more stringent Hb testing (low HB referrals were running at 3% but have now increased to 7%). Note this trend does not include any impact from the agreed move to capillary HemoCue testing which will further increase deferral rates.
- Within this overall position O negative stocks have remained around 3 days. Collections were around 10% lower plan, but were helped by lower demand (reflecting hospital reaction to a number of alerts letters over the last three weeks).
- In addition to the overall donor conversion challenge the number of active O negative donors remains below the numbers required to meet demand, both at total level and for O negative (both at red status -charts 17 and 14). O negative donor grew slowly in June with an increase in new donors donating, and new donors returning, broadly offset by donor losses (with some evidence of donors reacting negatively to the pressure they are under to attend). The number of active O negative donors at 104.3k remains around 6,500 lower than needed by demand (and to build stock).
- The financial plan for 2018/19 includes a minimum of £3m for additional marketing to underpin a significant increase in new donor registrations (in addition to the £1m spent in 2017/18) and the impact can be seen in the increase in new donors registering (chart 17). The impact of converting these to new donor attends is having an adverse impact on collection teams as reflected in the comments on reducing conversion levels above. The plan will require adjustment to reflect a greater focus on contacting lapsed (O negative) donors versus new registrations, with some of the £3m diverted to supporting collection teams and mitigating the ongoing pressures being faced on session.

- Although demand is falling, mobile collection capacity is being retained as a result of the donor shortfall. Underlying 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 over the near term. During the stock push earlier in 2018, capacity utilisation of the fixed donor centres saw a substantial increase, from around 70-75% to 85%, but has since dropped back to around 70% end June. Within this the lower quartile centres are operating at 60% and the top quartile below 80%. As such donor centres have significant unused capacity and consideration is being given to activities to drive up local walk in levels to soak this up. As noted above additional collections have been put in place that will increase collections by 8,300 units over the next 16 weeks.
- Donor satisfaction deteriorated in the month to 73.2% and remains below target (78%). Donor complaints (excluding those related to consolidation / team closures and cancellation of sessions) increased this month to 6.0k (versus plan of 4.9k). The primary drivers for complaints continue to be “cancellation of session”, “slot availability” and “not seen at appointment time”. This reflects the pressure that is being put on collection as a result of the sharp increase in new donor attends but also an increasing trend in NHSBT cancellations due to staff issues.
- Despite the pressures on supply, On Time In Full, excluding R<sub>o</sub> ‘in full’ fails, was strong at 98.6%, above the target of 98% and an increase from 98.1% in May. This reflects strongly improving performance at Manchester, where new records are being set, especially with regard to “on time” issues. The gap between R<sub>o</sub> demand and supply continues to grow (chart 8) as a result of a limited improvement to the number of R<sub>o</sub> donors donating (chart 19). OTIF including R<sub>o</sub>, however, remained at the 97% target level, albeit with increasing O negative substitution (at a record high in June, and 82% due to R<sub>o</sub>).
- Waste ie “Whole Blood Donations not generating a Validated Red Cell” rate was marginally lower in June at 4.31% with the year to date (4.36%), higher than plan 4.00%, but lower than the previous year (4.64%). Red cell expiries were especially low in June at 0.71%, well below the 1.8% target. This reflects both low stocks and improvement in the number of A negative platelet donors (and hence lower pooled production with co-production of unneeded A negative red cells).
- Platelet demand was 1.3% lower than plan in June with demand for A negative continuing to be above 15% of the total (and issues above 17% of the total). Platelet stock management continues to be good, with no instances with stock below average demand for 2 consecutive days or more, and helped by an improvement in the number active platelet donor numbers. Platelets issued / produced was higher in June at 92.2% and are also higher in the year to date (91.2%) versus the previous year (90.5%) and plan (90.7%). Platelet expiries in June improved to 6.04%, marginally above the 6.0% target.
- Non UK Cryo demand was above forecast by 3.5% and is starting to step up again. Plasma stock levels are low and will continue to be vulnerable to any demand spike over the next few months as we switch over to a new supplier of imported plasma. Contractual issues have seen a delay in the start of the new supply but the previous supplier is extending to cover the gap.
- The number of faints in the month was again higher at 206 versus target of 160. The number of rebleeds was also higher this month at 29 (vs target of 30).
- Sickness absence in logistics was worse this month at 5.3%, although M&L improved to 3.3%. Blood Donation remained unchanged this month at 4.2%.
- There were no **SABRE** reportable events this month, however the number reported in May, has been re-stated to reflect 2, rather than the zero reported last month.
- There were MHRA inspections at Oxford 13<sup>th</sup> June) and Filton (18<sup>th</sup> – 23<sup>rd</sup>). No major or critical non-compliances were reported.
- The demand forecast for red cells in 2018/19 remains at 1.398m units as below. Re-forecasting in September will probably see a marginal increase in the demand forecast for 2018/19, and with this also reflected in subsequent years.

Year	2017-18 outturn	2018-19 forecast	2019-20 forecast	2020-21 forecast	2021-22 forecast	2022-23 Forecast
Red cell issues (million)	1.445	1.398	1.359	1.315	1.265	1.224
% change vs 2017/18		-3.3%	-6.0%	-9%	-12.5%	-15.3%

- Platelet demand has been revised down for both the current and future years.

Year	2017-18 outturn	2018-19 forecast	2019-20 forecast	2020-21 forecast	2021-22 forecast	2022-23 Forecast
Platelet issues (million)	0.259	0.253	0.249	0.244	0.240	0.236
% change vs 2017/18		-2.4%	-3.9%	-5.6%	-7.2%	-8.9%

#### 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
Core Systems Modernisation	Delivery	R	R	3.8	8.8	N/A	Jan 20	Dec 19
Euro Blood Pack 2	Delivery	G	G	0.4	0.2	0.6	Aug 18	Aug 18
Leicester DC & Mobile Team Base	Delivery	G	G	1.2	1.2	0.1	May 18	Nov 18
HEV Universal Screening	Delivery	A	G	N/A	N/A	N/A	Jul 18	Oct 18
SotF – Continuous Care	Delivery	G	G	0.8	0.8	1.5	Apr 19	Apr 19
SotF – Unconstrained Supply Plan	Delivery	G	G	0.5	0.5	N/A	Nov 18	Nov 18
E-Rostering	Delivery	R	A	0.2	0.2	N/A	Apr 18	Nov 18 <sup>(i)</sup>
NTMRL Database Upgrade	Delivery	G	A	0.1	0.1	N/A	Jan 18	Oct 18
West End Donor Centre Expansion	Delivery	A	G	0.8	1.4	0.4	N/A	Jan 19
Logistic Review Programme	Start-Up	G	G	6.0	6.0	4.7	N/A	Oct 21
Frozen Plasma Import	Start-Up	G	G	N/A	N/A	N/A	N/A	Feb 19
Apheresis Procurement Contract	Start-Up	G	G	N/A	N/A	N/A	N/A	Dec 19
Arm Cleansing Contract	Start-Up	G	G	0.1	N/A	N/A	N/A	Oct 19
New Donor Pathway	Start-Up	G	G	0.2	N/A	N/A	N/A	Nov 19

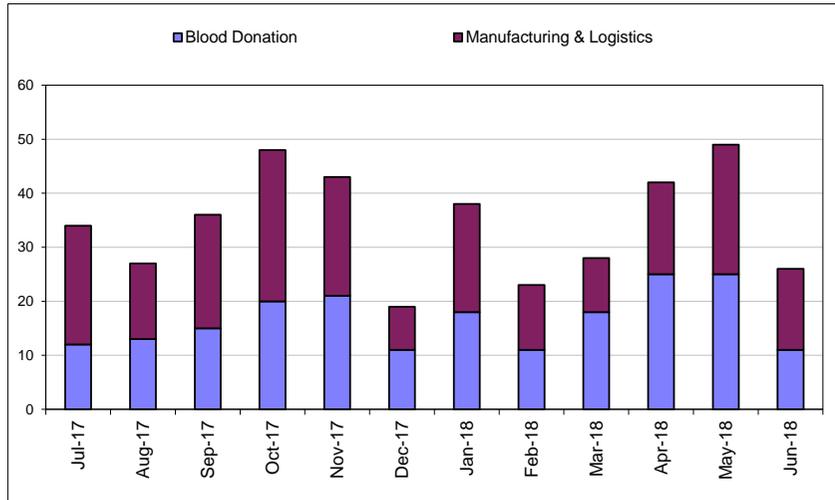
**Note:** i) End date due to change pending confirmation of time-line received by supplier.

E-Rostering at red due to increase in development days and cost –plus a challenge to proposed solution given CSM will not provide a long term solution.

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

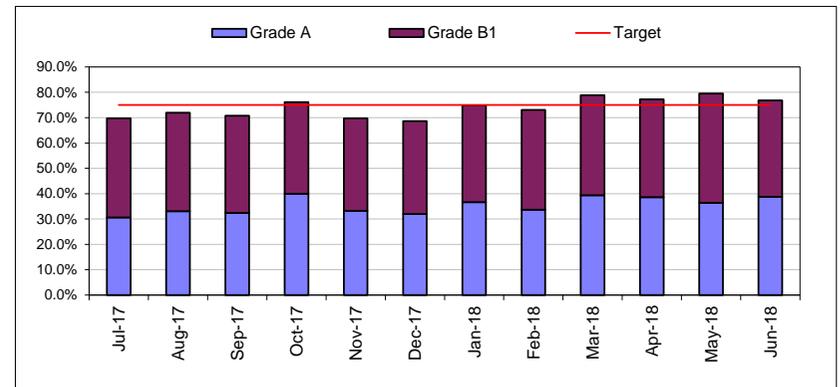
### Blood Components - Safety and Compliance

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



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

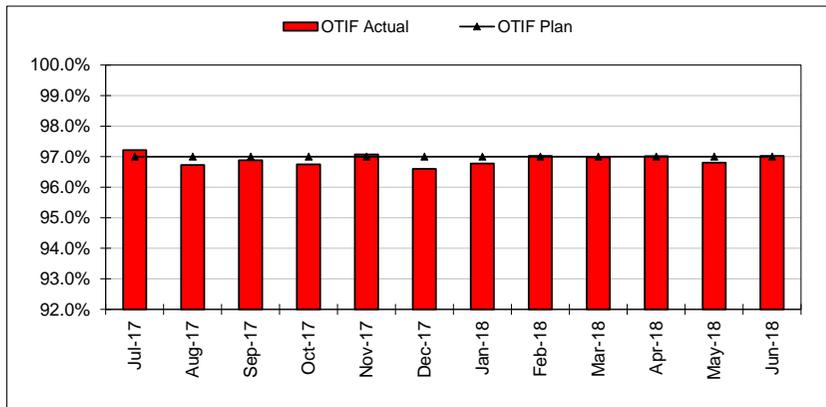
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	77.8%	G	-



### Blood Components - Customer Service

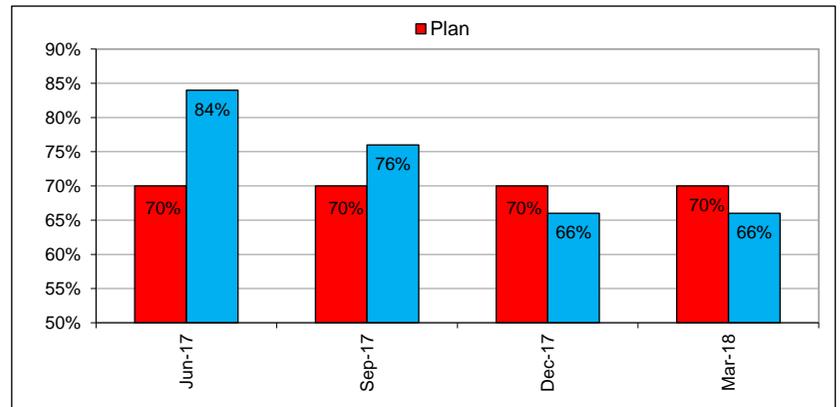
#### 3. Percentage of Products Issued OTIF (including Ro 'in full' fails)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	97.00%	97.00%	96.95%	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	-



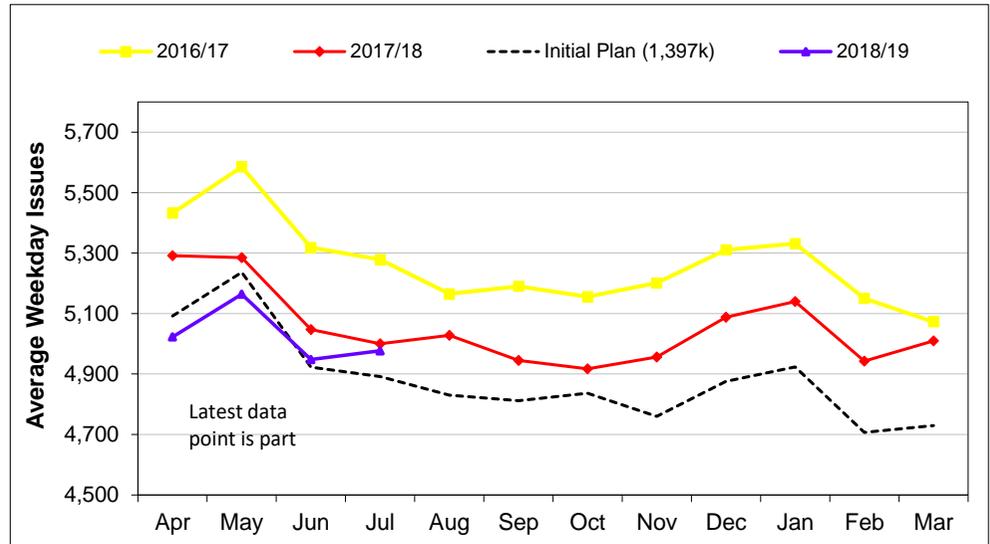
# Monthly Performance Report - As at the end of June 2018

## Blood Components - Red Cell Issues & Demand

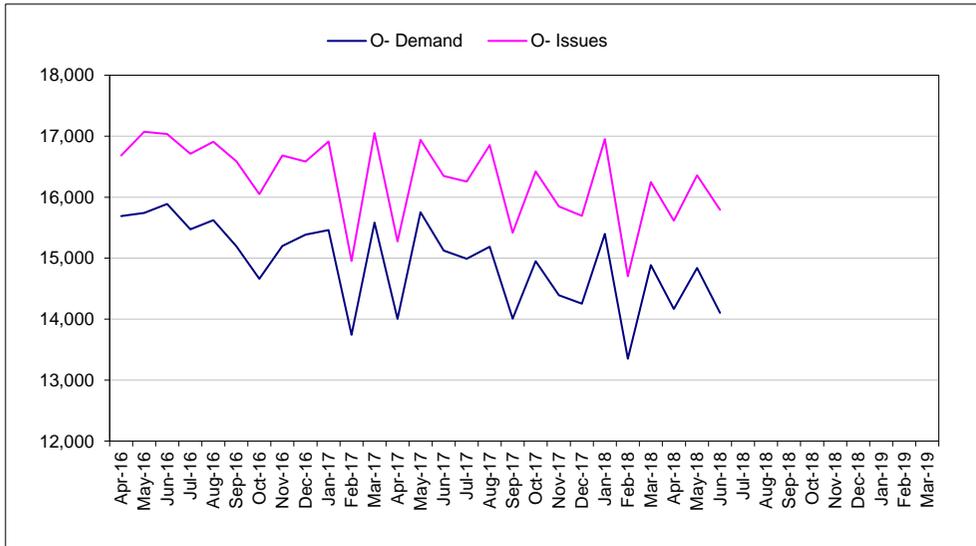
### 5. Red Cell Supply - Year to Date by Blood Group

Blood Group	2018/19 - YTD Jun 2018	2017/18 - YTD Jun 2017	Change
O Pos	127,911	130,248	-1.8%
A Pos	106,329	108,149	-1.7%
O Neg	47,821	48,463	-1.3%
A Neg	28,235	29,656	-4.8%
B Pos	28,413	28,165	0.9%
B Neg	9,012	9,062	-0.5%
AB Pos	7,845	7,996	-1.9%
AB Neg	2,700	2,964	-8.9%
<b>Total</b>	<b>358,266</b>	<b>364,702</b>	<b>-1.8%</b>

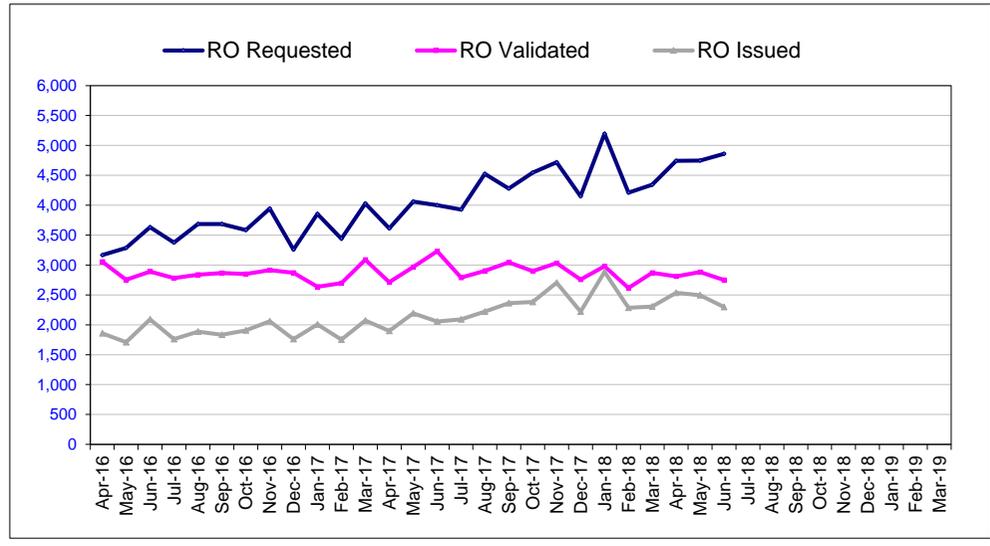
### 6. Average Weekday Red Cell Issues By Month - from April 2016



### 7. O neg RC Demand and Issues

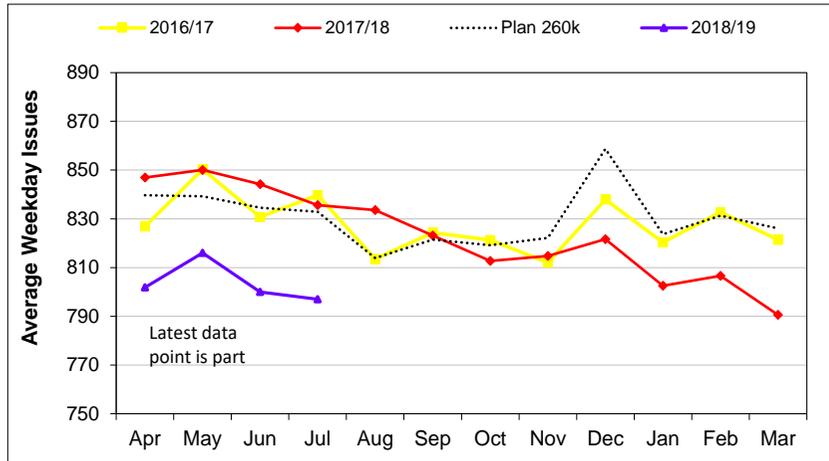


### 8. RO Red Cells Demand, Validated and Issued

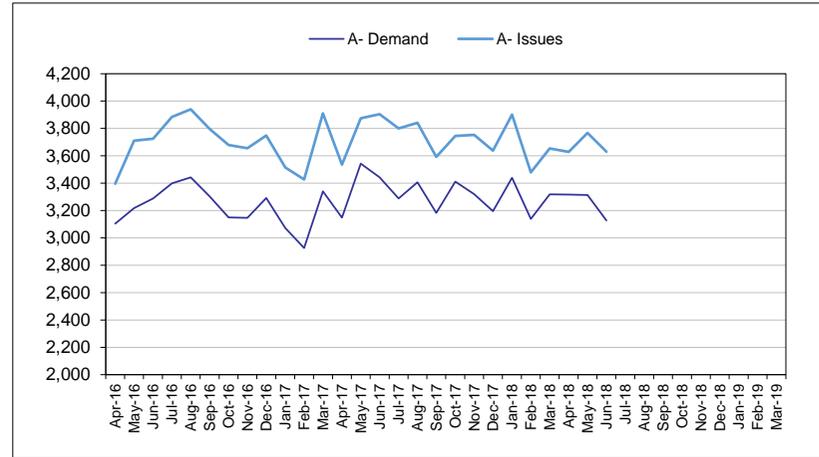


## Monthly Performance Report - As at the end of June 2018 Blood Components - Donor Base

### 9. Average Weekday Platelet Issues By Month - from April 2016



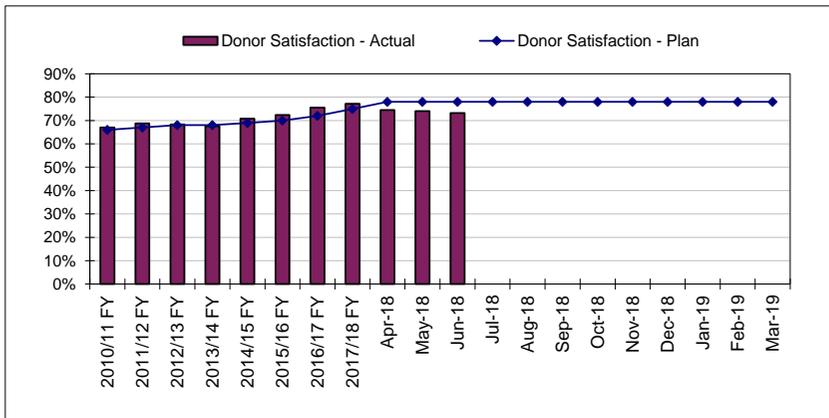
### 10. A neg Platelet Demand and Issues



## Blood Components - Donor Service

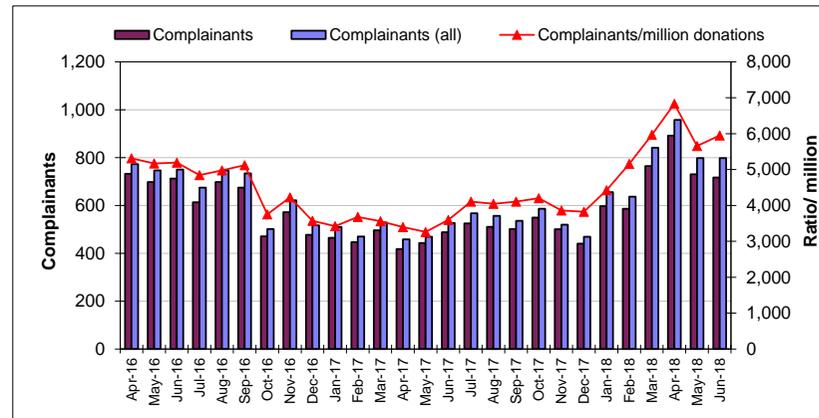
### 11. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	78.0%	78.0%	73.9%	R	-



### 12. Donor Complaints

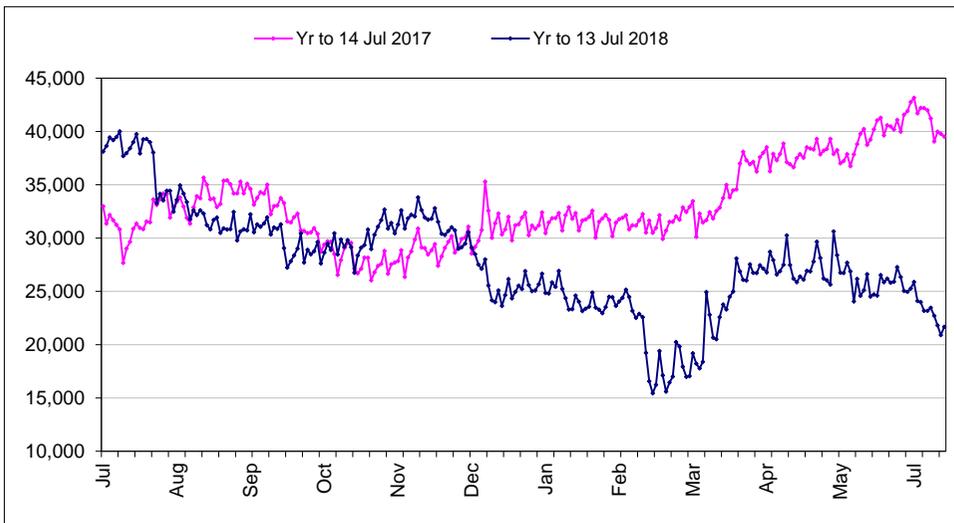
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations (excludes team consolidation related session cancellation complaints)	4,900	4,900	6,154	R	-



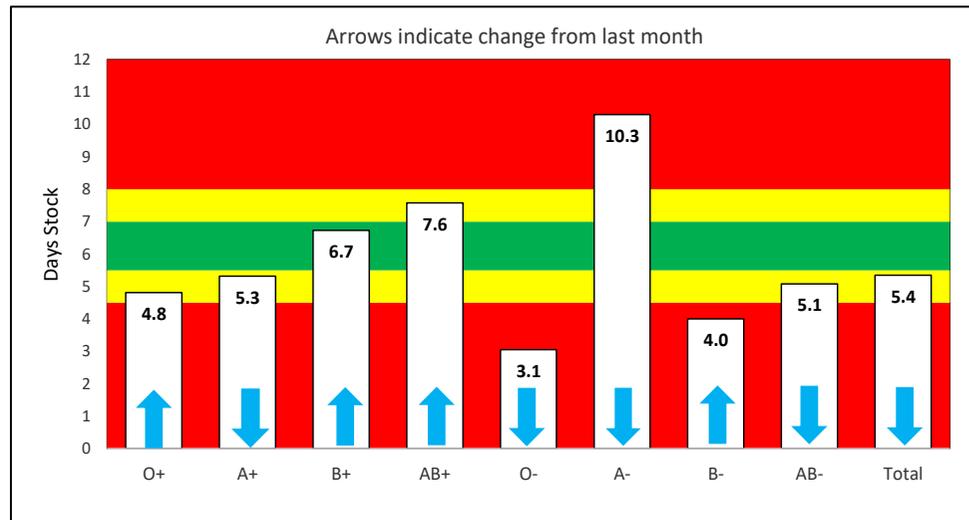
## Monthly Performance Report - As at the end of June 2018

### Blood Components - Stocks

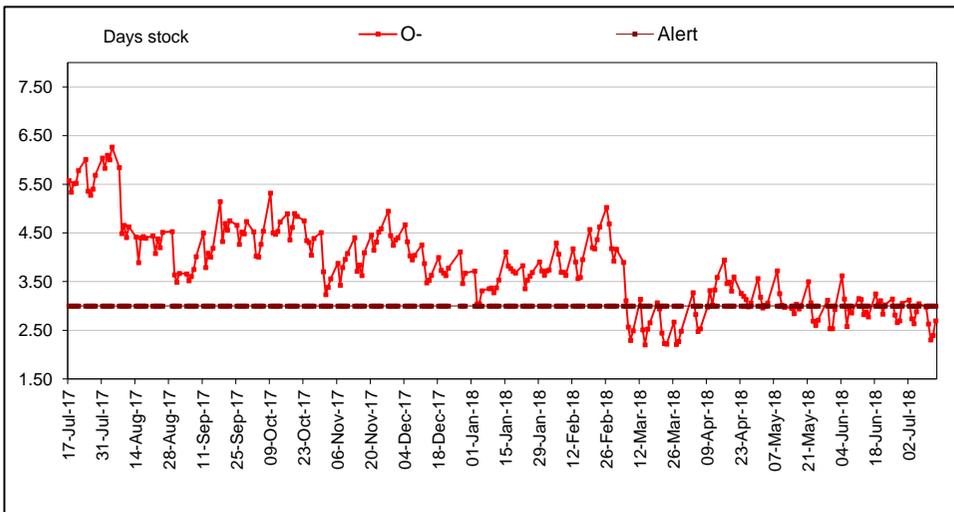
**13. Red Cell - Blood Stocks (Units)**



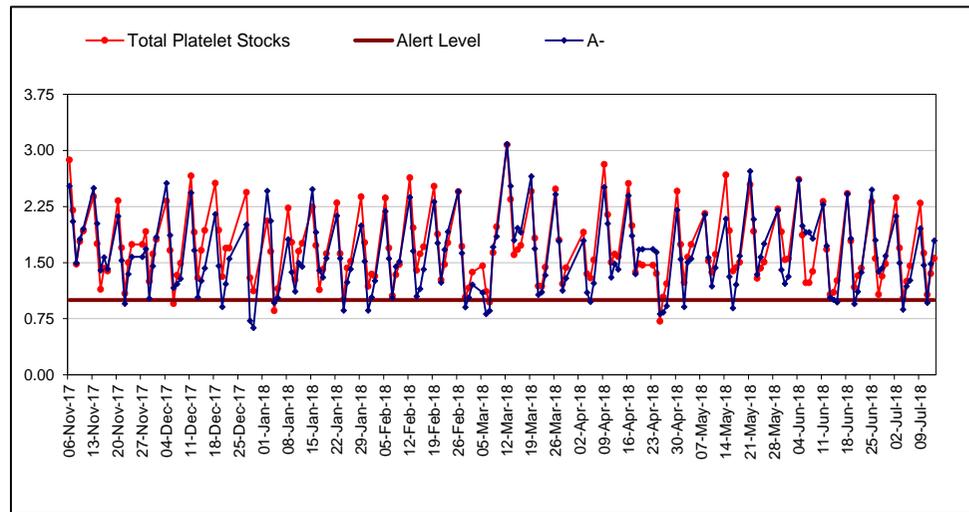
**14. Average Red Cell Stock Levels for the month by blood group**



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



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

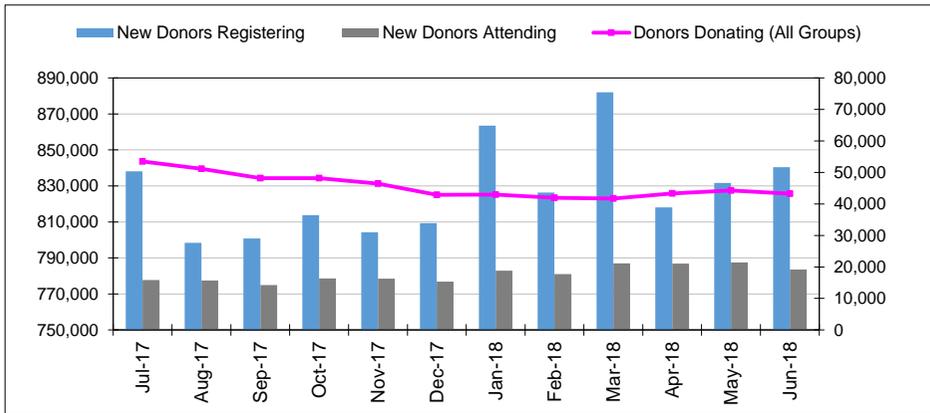


## Monthly Performance Report - As at the end of June 2018

### Blood Components - Donor Base

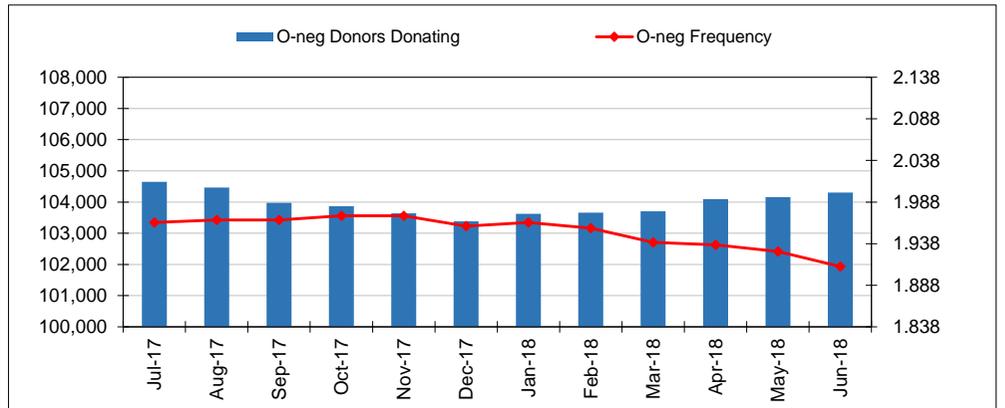
#### 17. Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 mths	870,525	870,525	825,733	R	-
Frequency of donation (overall)	1.712	1.806	1.825	G	-

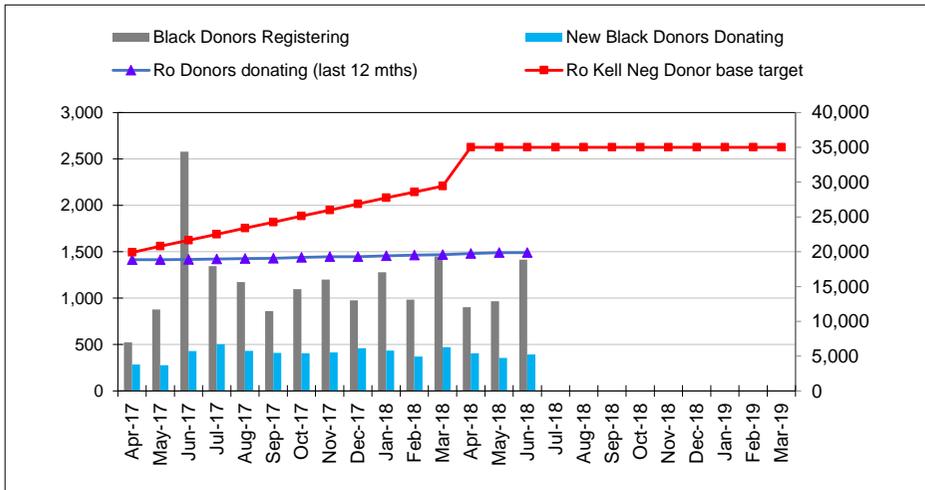


#### 18. O Neg: Donorbase and Frequency of Donation

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	110,500	110,500	104,303	R	-
Frequency of donation (O neg donors)	1.897	1.931	1.910	G	-



#### 19. Ro Donor Base and Black Donor Recruitment



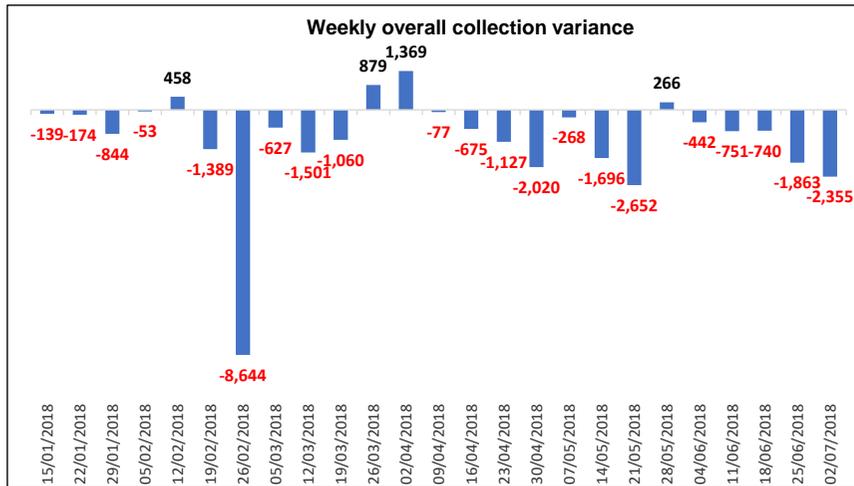
#### 20. Donor Base (1/3) – June 2018 - Apheresis donors

	Donor Base June 18	Change vs. May 18	Gap vs. end of June 18 Target
Total	10,568	42	-137
A Neg	2,336	30	5
A Pos	3,655	16	-362
AB Neg	173	-1	2
AB Pos	297	-7	-5

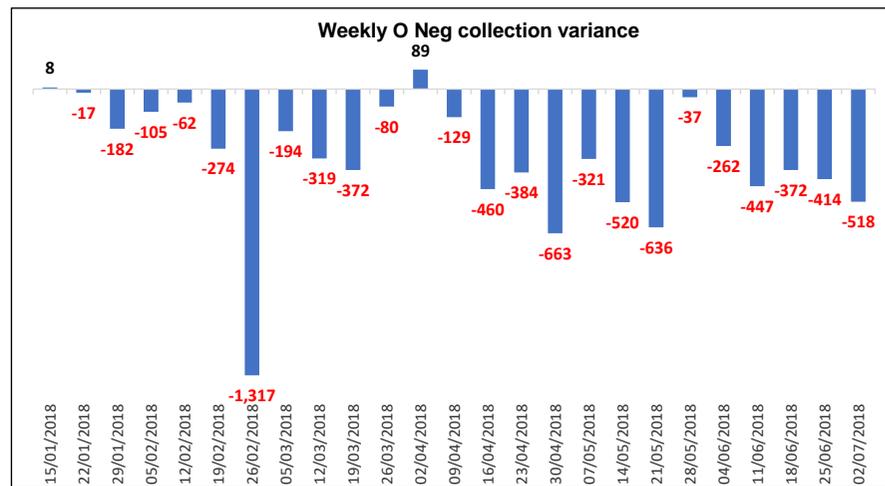
## Monthly Performance Report - As at the end of June 2018

### Blood Components - Blood Collection Adherence to plan

**21. Weekly Collection Variance to plan**

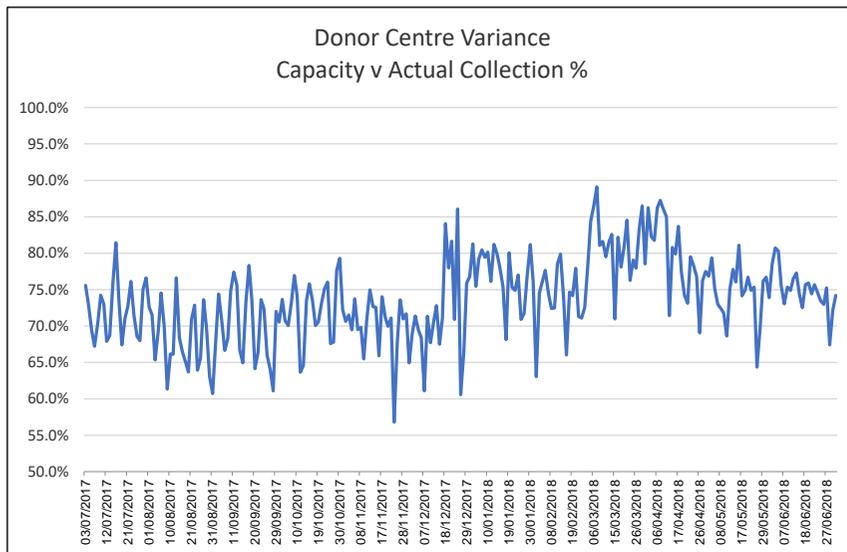


**22. Weekly Collection Variance to plan - O Neg**

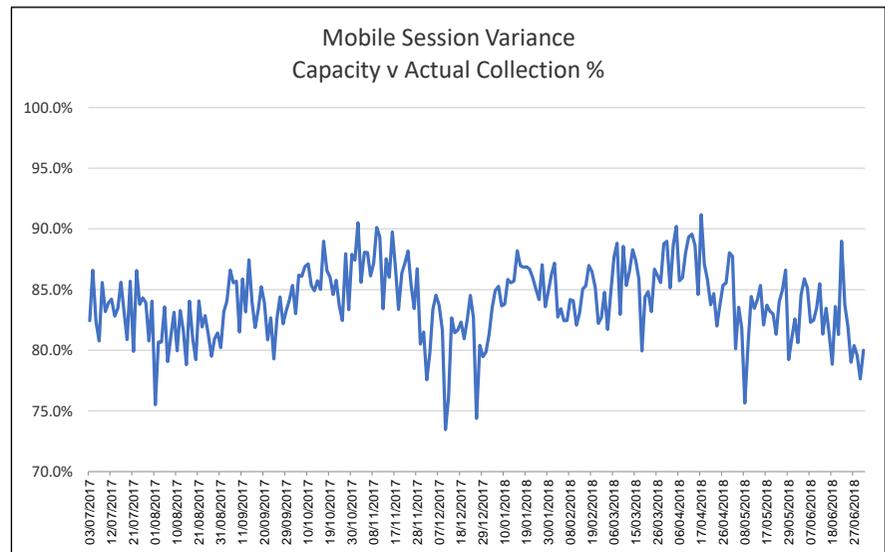


### Blood Components - Collection Capacity Utilisation

**23. Capacity v Actual Collection % - Donor Centres**



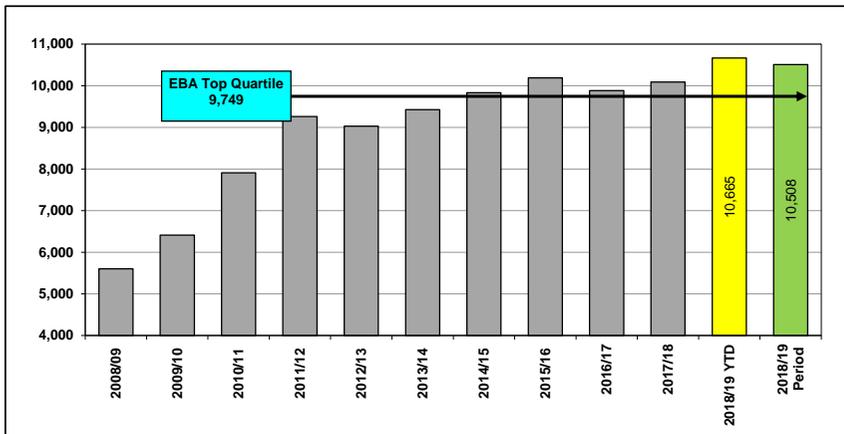
**24. Capacity v Actual Collection % - Mobile Teams**



**Monthly Performance Report - As at the end of June 2018**  
**Blood Components - Productivity**

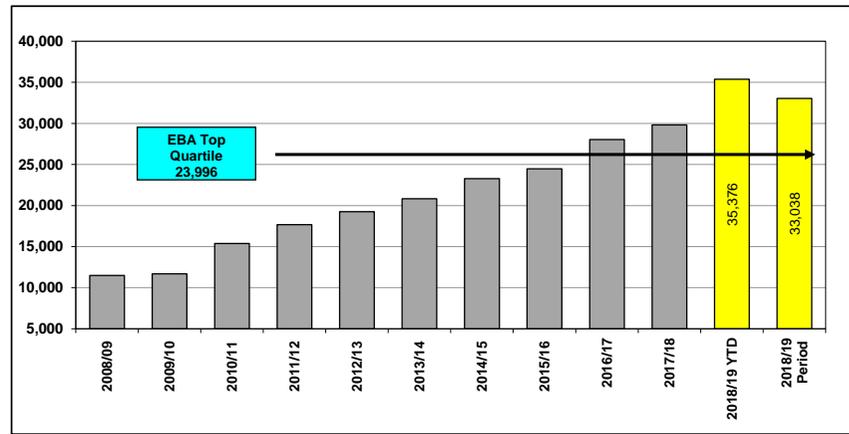
**25. Processing Productivity : YTD and Current Month**

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,610	11,042	10,665	A	Better



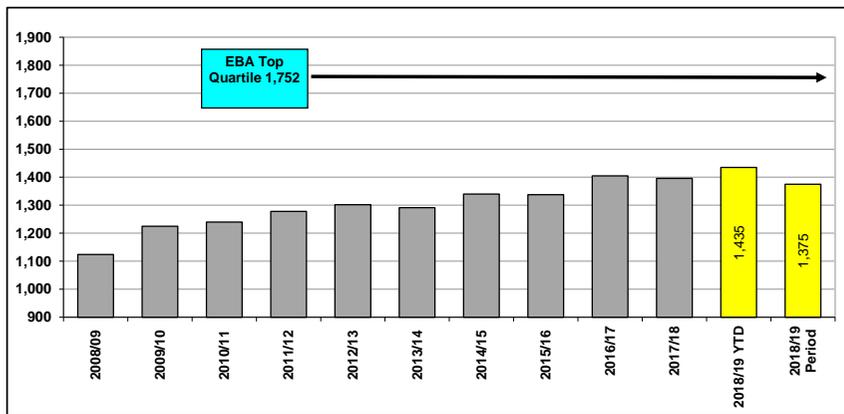
**26. Testing Productivity : YTD and Current Month**

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	34,950	36,397	35,376	A	-

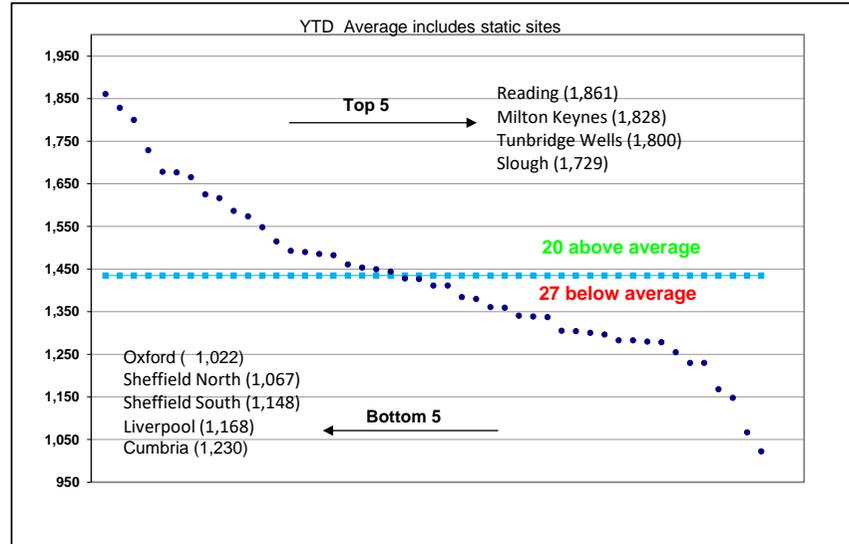


**27. Blood Donation Productivity : YTD and Current Month**

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,470	1,509	1,435	A	-



**28. Blood Donation Productivity - Distribution Mobile Teams**

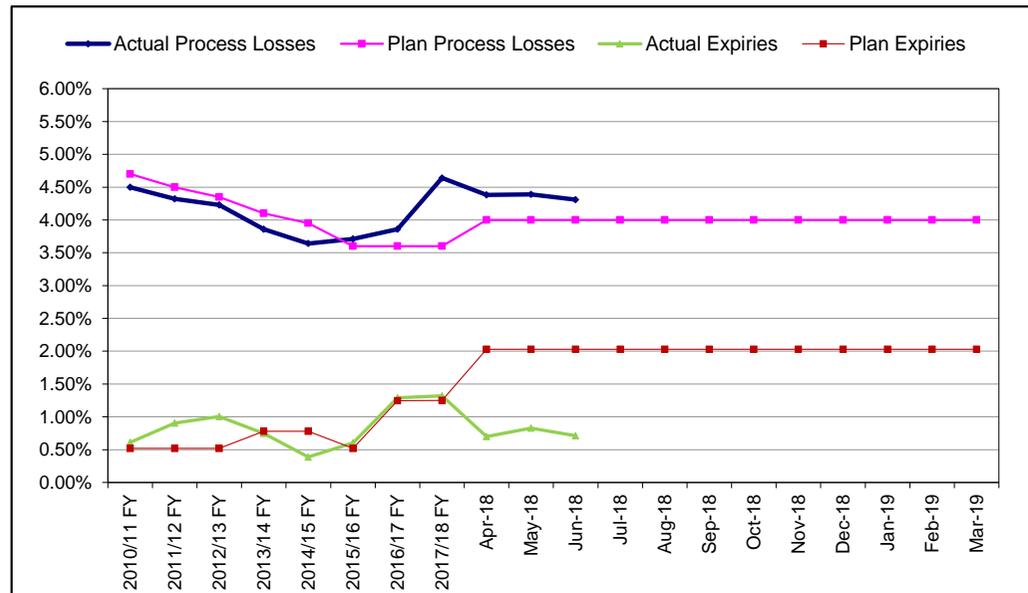


## Monthly Performance Report - As at the end of June 2018

### Blood Components - Wastage

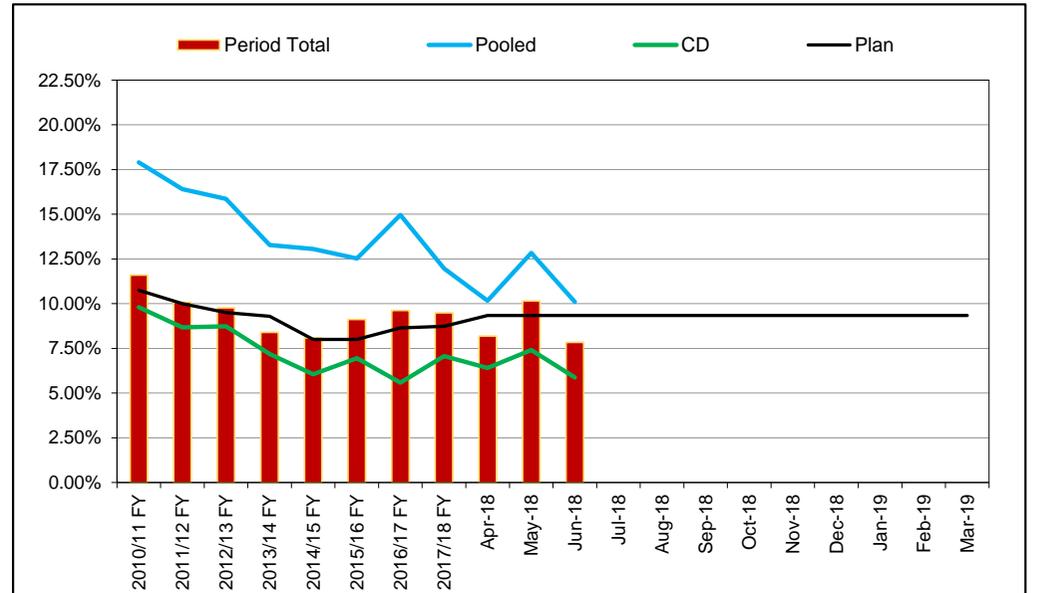
#### 29. Percentage of Donations NOT Converted to Validated Red Cells and Expiries

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Red Cell Process losses as % of Whole Blood Donations	4.00%	4.00%	4.36%	R	-
Red Cell Expiries as % of Issuable Red Cells	2.03%	2.03%	0.75%	G	-



#### 30. Percentage of Platelets Produced NOT Issued

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Total Platelets Produced but not Validated	3.40%	3.40%	2.58%	G	-
Platelet Expiries	5.94%	5.94%	6.55%	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£76.7m)	G	-	£18.7m (vs plan of £18.2m).
		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 - £13.9m (chart 31)	G	-	Better than plan at £3.35m (vs £3.34m).
		70% 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	-	99.9% vs plan of 98.0%
		Number of Corneas in stock (month end) – target 250	G	-	282 in stock at the end of June.
	H&I	Sales Income achieved - £13.5m (chart 32)	G	-	£3.32m vs plan of £3.31m.
		% of patients receiving A or B1 platelets	G	-	78% 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 97.0% (vs 95% target).
	RCI	£15.2m Sales income achieved (chart 32)	G	-	£4.2m vs plan of £4.0m.
		Sample turnaround time vs SLA (chart 35)	G	-	97.0% vs plan of 95.0%.

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	CMT	£12.2m sales income achieved (chart 33)	G	-	£2.45m vs plan of £2.43m.
		CBC sales (£m's) – target £1.7m	G		Sales at £0.142m (vs £0.12m).
		% of hospitals scoring => 9/10 for satisfaction – target 62%	-		Date of next survey to be confirmed
		On time in full – target 100%	G		Continues to remain at target.
	SCDT	£9.7m sales income achieved (chart 33)	A	-	Sales at £2.3m (vs £2.4m)
		1,404 increase to Banked Cords TNC > 140	R	-	342 vs plan of 375.
		40% BAME Cord Blood units add to the bank	G	-	46% in the year to date (> 40).
		Issue 63 Cord Blood units	R	-	11 units issued in the year to date (vs plan of 16).
		Adult Donor Provisions (240)	R	-	50 vs plan of 60
		Donors recruited to fit panel – 10k	G	-	4157 vs plan of 2500
	Therapeutic Apheresis Services	£10.0m sales income achieved (chart 34)	G	-	£2.57m vs plan of £2.48m
		68% of hospitals scoring => 9/10 for satisfaction	G	-	74% vs 62% at June 2018.
		90% of Patients rating patient experience =>9/10	-	-	December 2017 at 97% (vs 95%)

- DTS is reporting an I&E surplus of £0.9m in year to date June. With the exception of Tissues all business units are reporting an I&E contribution at, or better than, plan for the year to date.
- Sickness absence in DTS was marginally better this month at 2.6% and remains much better than the NHSBT target of 4%.

DTS Income by SBU YTD June 2018	2018/19 Budget	2018/19 Income	2018/19 Variance	2017/18 Actual	Growth
Tissue & Eye Services	3.3	3.3	0.0	3.1	7%
TAS	2.5	2.5	0.1	2.2	13%
H&I	3.3	3.3	0.0	3.4	-1%
RCI	4.0	4.2	0.2	3.8	9%
IBGRL & DD	0.3	0.5	0.2	0.3	100%
CMT	2.3	2.3	0.0	2.3	-1%
CBC	0.1	0.1	0.0	0.4	-62%
SCDT	2.4	2.3	-0.1	2.6	-10%
Customer Services	0.0	0.0	0.0	0.1	-65%
<b>Total (£m's)</b>	<b>18.2</b>	<b>18.7</b>	<b>0.4</b>	<b>18.2</b>	<b>3%</b>

- **Tissue and Eye Services** - income was 0.1% better than plan in the year to date and 7% higher than the previous year. Strong sales in ASE/AlloSE and Tendon and Meniscus are being broadly offset by adverse variances in corneas and skin / DBM. The finished goods stock movement has fallen due to a reduction in retrieval of skin and femoral heads (reflecting lower demand). The current forecast is for a £196K reduction of stock, subject to further work being undertaken to review full year impact. There is a small favorable position on expenditure but the cost of sales movement is driving a negative net contribution in the year to date of £0.2m. Eye bank stocks were lower in June at 282 (May 329).
- **RCI** income was ahead of plan at June month end, with all service areas ahead of plan except for Reagents, which is only marginally below plan. There is also a favourable position on expenditure resulting in a surplus contribution in the year to date of £0.4m. Sample turnaround times were lower than plan in the month (91%) and in year to date are now also behind plan (93.9% vs 95%).
- **H&I** income was broadly on plan in the year to date although 1% lower than last year. Turnaround times continue to be better than plan (97% vs 95%). The provision of A and B1 matched platelets has continued to improve and was at 78% (vs 75% targeted).
- **Stem Cell Donation & Transplantation** income is reporting a £0.1m adverse variance for the year to date. There have been 11 cord issues in the year to date (vs 16 planned) with UK issues, 3 below plan. As such the longer term trend continues to be highly adverse with the moving annual total for UK issues now falling below 10 (versus close to 40 in mid-2016) and International issues falling to below 30 (versus 50 in late 2017). BBMR donors are also behind plan in the year to date (50 vs 60) with the UK 9 behind plan and International 1.
- 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, with the number of cord units banked again running behind plan this year (9%). BAME cord donations banked are ahead of target year to date and reporting at 46% versus 40% planned.
- **Cellular and Molecular Therapies** - service income for the year to date is marginally (1%) worse than budget, although this is more than offset by CBC/ACT which are both better than plan. Although expenditure is slightly worse than plan, CMT in overall terms is broadly reporting a balanced income and expenditure position for the year to date.

- **Therapeutic Apheresis Services** income was 3.5% ahead of target in the year to date, and 13.8% higher than the previous year, primarily due to strong performance on ECP, partially offset by lower Stem Cell Harvest income. The income surplus, along with lower expenditure in the year to date, is driving a favourable contribution surplus of £0.2m.

- There were no inspections conducted in the month.

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

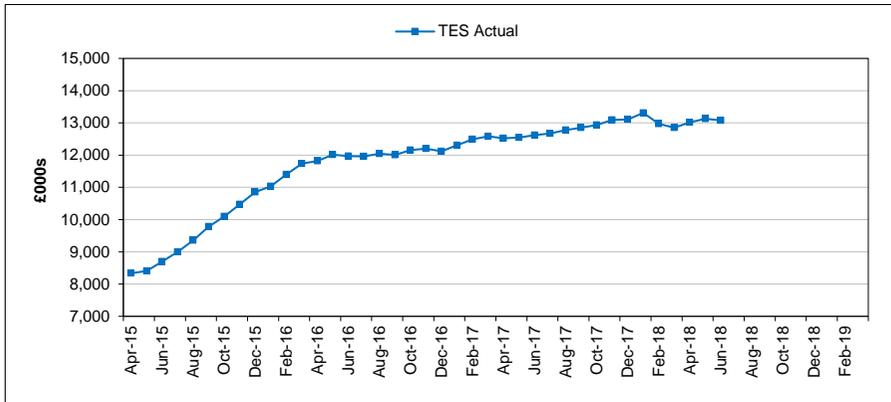
Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Filton Extension	Delivery	A	A	6.6	6.6	N/A	Jan 21	Oct 21
Automated Software Testing	Delivery	G	G	0.2	0.2	N/A	Nov 18	Jan 19

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

### Diagnostic and Therapeutic Services - Income

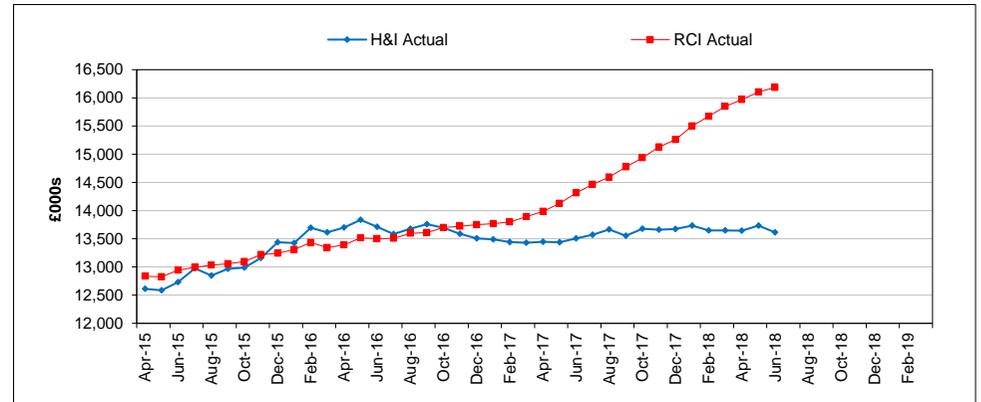
#### 31. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	13.699	3.347	3.349	G	-



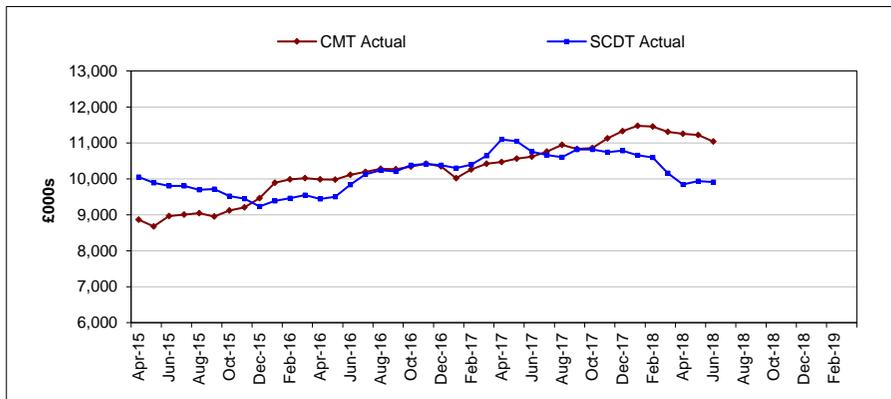
#### 32. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	15.903	3.955	4.177	G	-
Income (£m's) - H&I	13.513	3.312	3.323	G	-



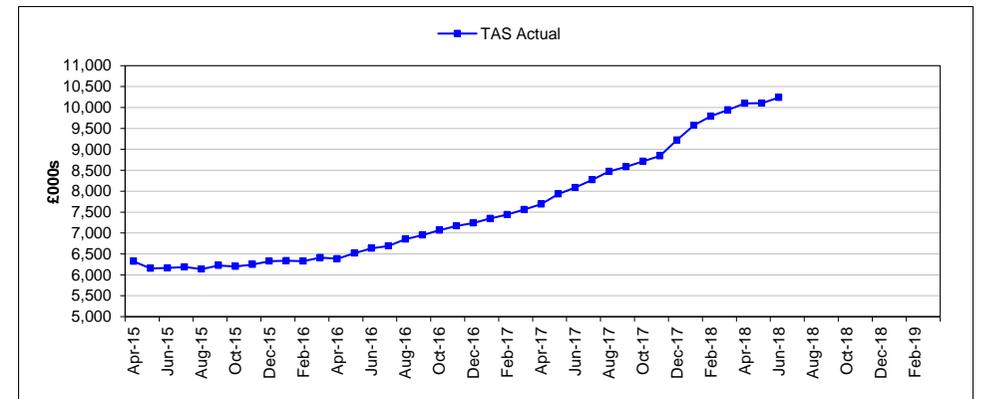
#### 33. Stem Cells - SCDT/CMT Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT	12.235	2.430	2.451	G	-
Income (£m's) - SCDT	9.696	2.377	2.304	A	-



#### 34. Therapeutic Apheresis Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	10.011	2.456	2.544	G	-

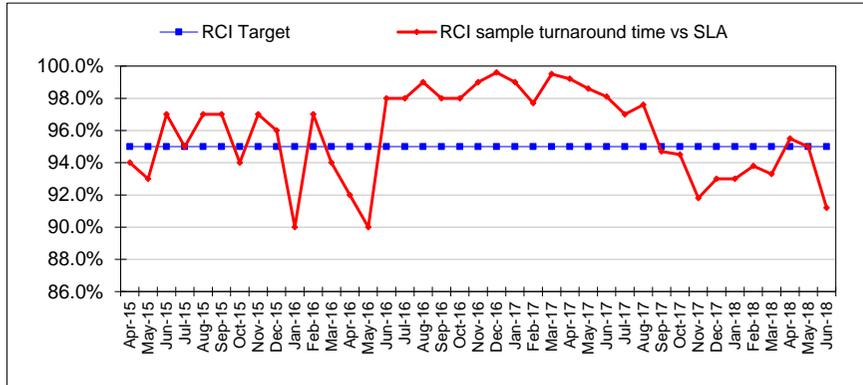


## Monthly Performance Report - As at the end of June 2018

### Diagnostic and Therapeutic Services - Customer service and safety

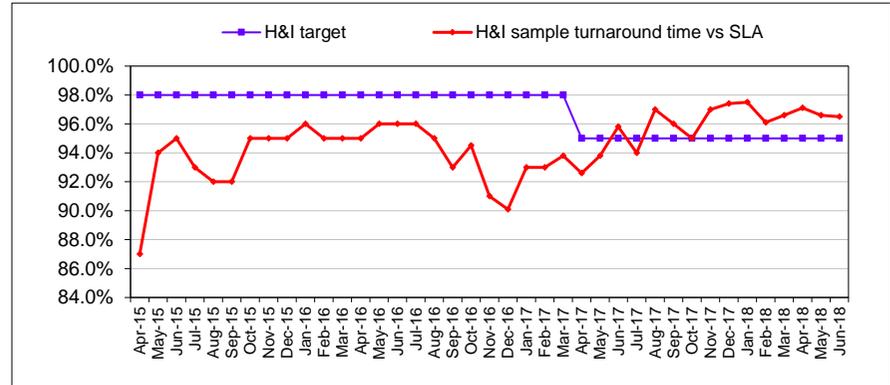
#### 35. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - RCI	95.0%	95.0%	93.9%	G	-



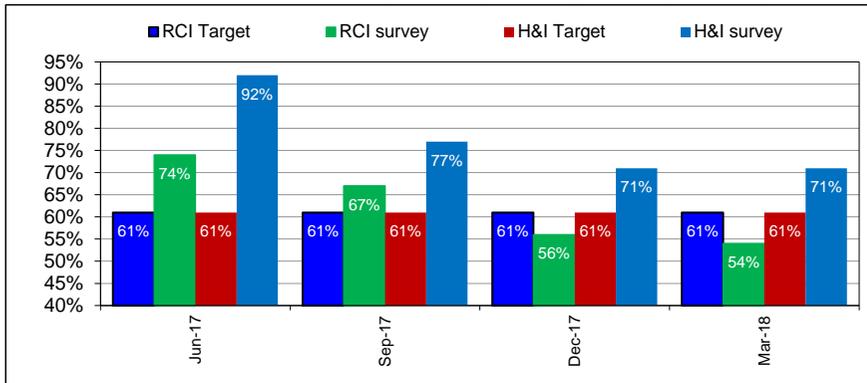
#### 36. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	95.0%	95.0%	96.7%	G	-

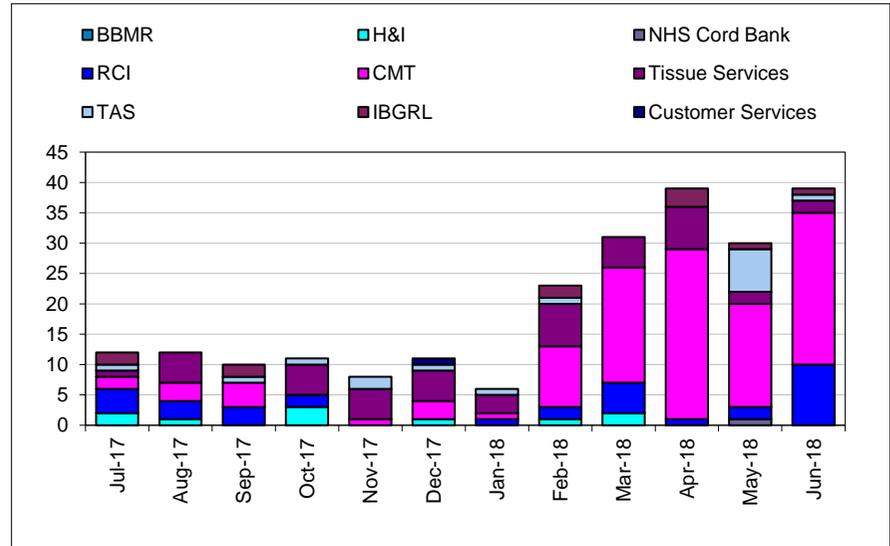


#### 37. Hospital Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of hospitals scoring $\geq$ 9/10 for satisfaction with RCI - RCI	61%	61%	54%	A	-
Percent of hospitals scoring $\geq$ 9/10 for satisfaction with H&I - RCI	61%	61%	71%	G	-



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

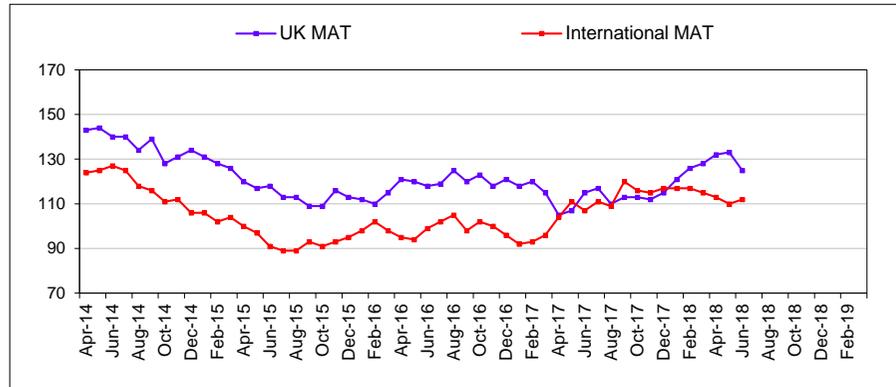


Monthly Performance Report - As at the end of June 2018

Stem Cell Donation and Transplantation, and Tissue and Eye Services : Corneas - Strategic Targets

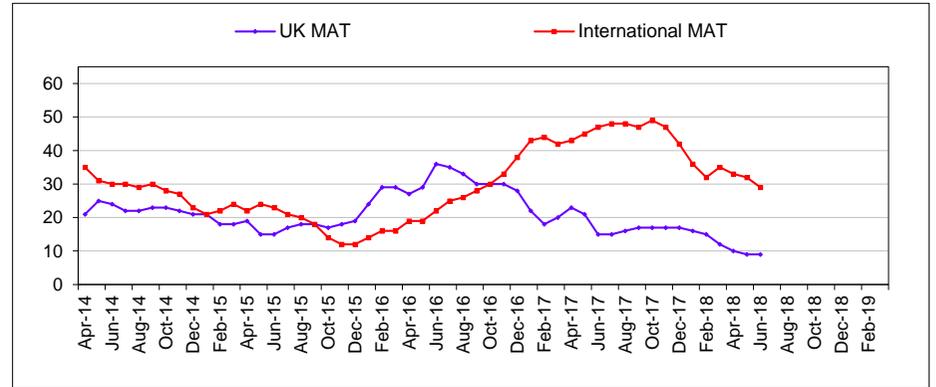
39. Adult donor provisions : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions (total)	240	60	50	R	-

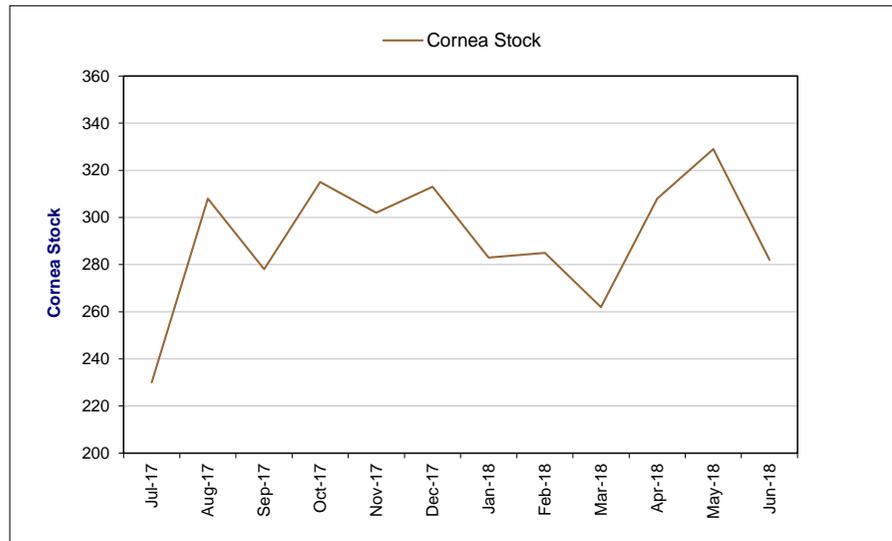


40. Issue of cord blood units : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued (total)	63	15	11	R	-

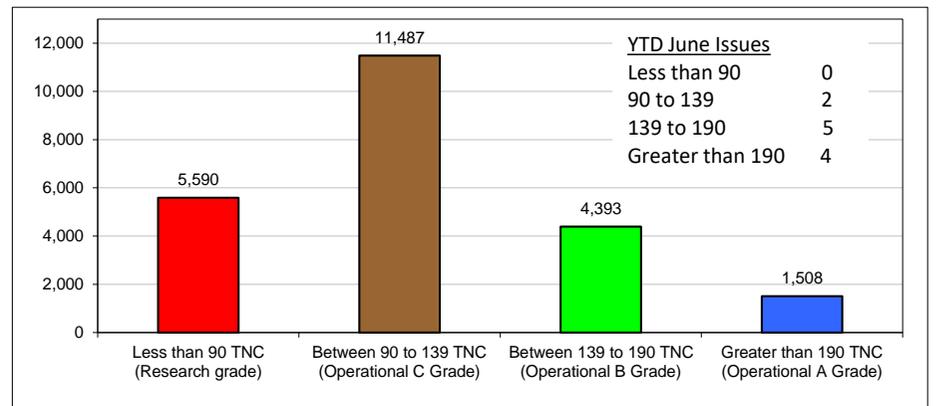


41. Suitable Cornea Donations - Cornea stocks



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

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Clinical Bank Size (A, B and C)	19,307	17,542	17,372	A	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	A	-	67.6% in June vs plan of 69% - chart 45.
		Increase % Consent/Authorisation rate (Overall) – DBD	A	-	72.2% in June and behind plan (vs 78%)
		Increase % Consent/Authorisation rate (Overall) - DCD	R	-	63.6% and behind plan (vs 72.0%)
		Deceased donors - 2018/19 target – 1618	G	-	June at 400 vs target of 408 – chart 43.
		Deceased Organ Donors per million population – 2018/19 target – 24.3	G	-	Q1 - 24,4m vs plan 24.5m. Next report Q2 2018/19
		Number of Living donors 2017/18 (1,392) – reported one month in arrears	R	-	Below target at 157 (vs 254) – chart 46.
		Living Donors per million population – 21.0 per/m	-	-	March 2018 - 15.9m vs plan 21.0m (next update in July).
		Organ Transplants – Deceased (4,423)	R	-	1000 in June vs plan of 1137 – chart 44.
		Deceased Organ Transplants per million population - 2018/19 target – 66.5	A	-	Q1 at 62.2m vs plan 64.2m. Next report Q2 2018/19
		Proportion of population who have had a conversation about their donation decision (target 49%)	G	-	At target - February 2018
		NHSBT Cost per Transplant - £16.4k (2018/19 target)	G	-	June at £16.3k. Next update September 2018.

- Following a very strong start to the year, the number of deceased donors in June was the lowest number for over a year, and saw the MAT falling as a result. There was a total of 113 donors, with DBD particularly low at 65, and DCD at 48. This brings the Q1 total to 400 deceased donors (DBD=250, DCD=150), a 9% increase on last year but 2% lower than the (back end loaded) TOT2020 target.
- Several teams (Eastern, London, SE, NW and SC) all reported reductions in potential donors and / or quiet ICUs over the past 6-8 weeks but with higher than average levels of donation activity in other teams eg Midlands, S Wales and South West.
- There were 8 missed DBD referral opportunities in Q1 2018/19 and 104 DCD (104 in total as some patients met both criteria). Compared with Q4 2017/18, there were 3 more DBD but 60 fewer DCD missed referral opportunities. In total there has been a decrease of 38% missed opportunities compared to Q4.

- There were 83 occasions in Q1 where a SNOD was not present for the formal organ donation discussion (25 DBD, 58 DCD). This is similar to the 86 in Q4 2017/18, but with the latest month considerably lower at just 18.
- In Q1 the overall consent rate was 68% versus the 67% achieved in Q4. The DBD consent rate in Q1 was also higher than Q4 (72% compared with 71%) but DCD was static at 64%. Following the 40% consent rate achieved in Q4 for patients from black and Asian communities, this decreased to 34% (31/91) in Q1 2018/19.
- There were 14 occasions where a family overruled the donor's opt-in decision in Q1, compared with 27 in Q4.
- 6% of consented donors with at least one organ accepted resulted in no transplants in June - a distinct improvement over the 10% in April and 8.5% in May.
- The number of deceased donor transplants in June was the lowest it has been for more than a year. 1,000 patients received a solid organ transplant from a deceased donor in Q1 representing a 6% increase on Q1 2017/18 but is 2% lower than target. It is also 13% lower than the 1,152 deceased donor transplants seen in Q4 2017/18 and has seen the moving annual total falling consistently since April.
- For the first time since the latest ODR was released (July 2015) all registration data feeds are now active and up to date. It was an amber month for new registrations in June, although the number of new registrations actually achieved in June is likely to increase once all registrations for the month have been validated. There was no paid media activity running in June and there were no major press announcements and this was reflected in lower visits to the website. We saw a higher proportion of registrants who were over 50 compared to previous months (30% in June compared to 26% in May and 27% in April). We also saw a slight increase in the proportion of those who gave their ethnicity reporting their ethnicity as BAME (7.8% in June vs 7.1% May and 6.9% in April).
- Opt-out registration activity has returned to business as usual following a significant and sustained spike and all backlog has been cleared. It is estimated that the passing of opt-out legislation is likely to result in over 3 million opt-outs across England and Scotland. To prepare for the next anticipated spike in activity additional administration resource has been secured within the ODR Team. Improved validation within the NHSBT ODR web-forms will also soon be released to reduce the number of tasks that require manual intervention.
- Absence remains within target with the majority Long Term.
- Turnover reduced in the month and is within target at 11.3%, despite Organ Donation having annual turnover outside of target range.

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

Project title	Status	This RAG	Last RAG	Approved Cost (£m)	F/Cast Cost (£m)	F/cast Benefit (£m)	Planned to complete	F/Cast to complete
ODT Hub	Define	G	G	2.7 <sup>(i)</sup> (0.6)	N/A <sup>(ii)</sup>	N/A	Mar 20	Mar 20
Donor Pathways Enhancement	Delivery	A	N/A	0.6	0.6	N/A	Mar 19	Sep 19
iPad Replacement	Initiation	G	N/A	0.3	0.3	N/A	Oct 18	Sep 18

**Notes:** i) This is the non-recurring figure for 2018/19. Recurring figure in brackets.

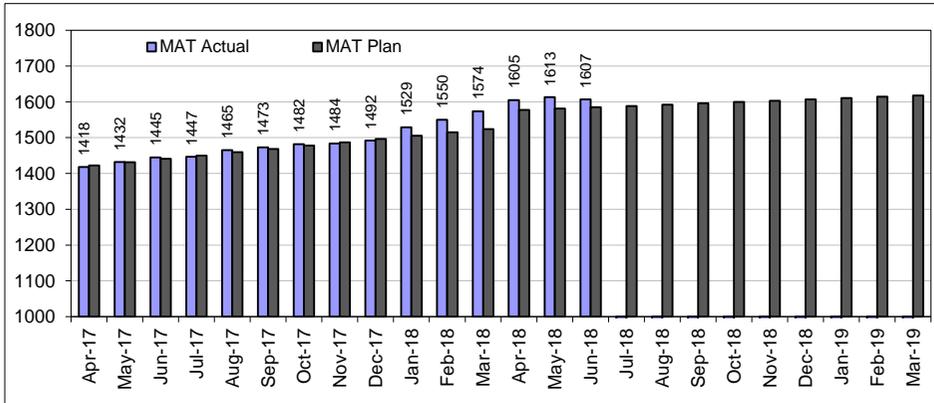
ii) Now an under spend of £61k.

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

### Organ Donation and Transplant - Outcomes

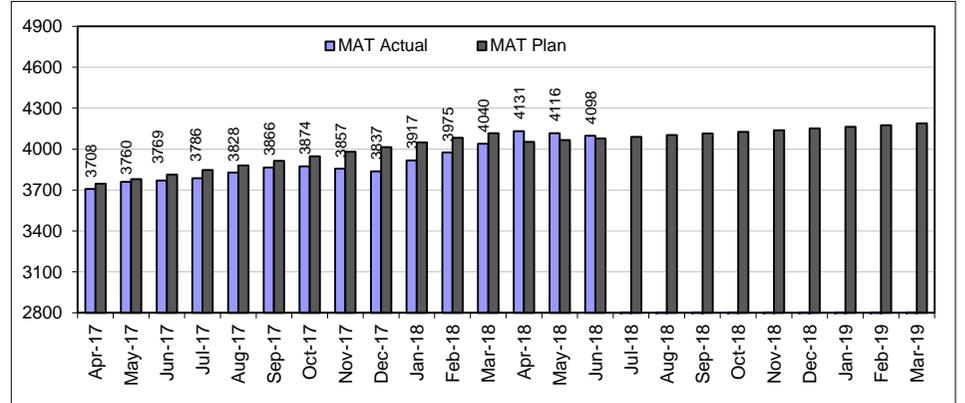
#### 43. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1,618	405	400	G	-



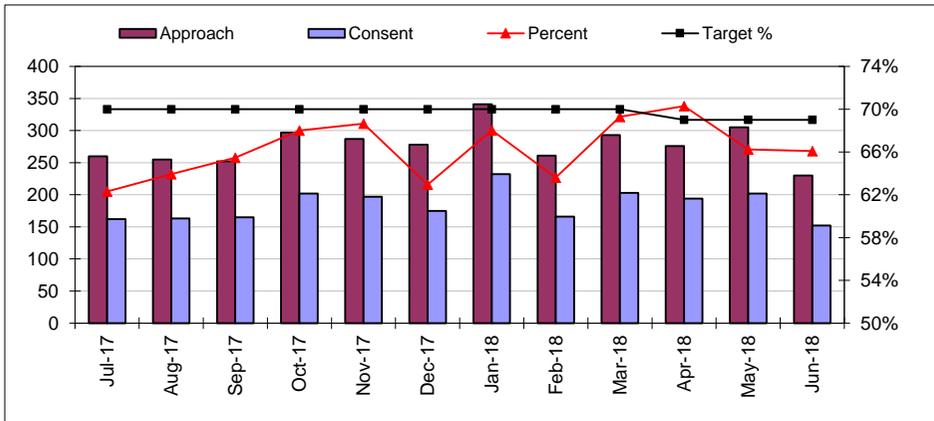
#### 44. MAT number of Deceased Donor Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	4,188	1,137	1,000	R	Worse



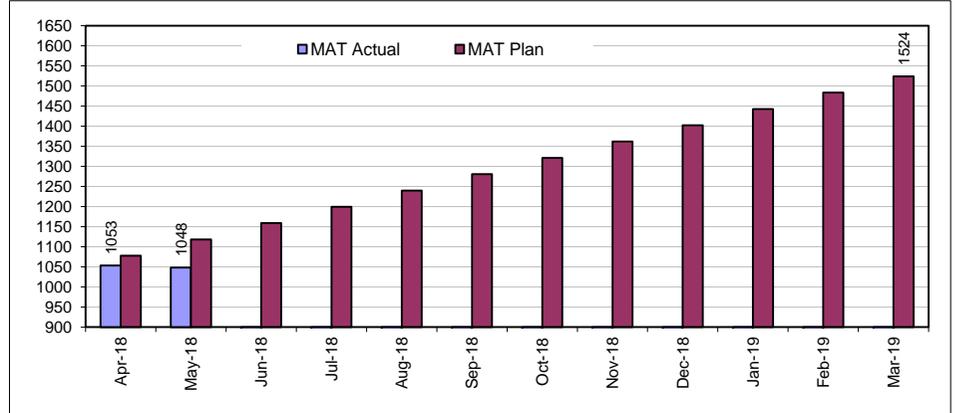
#### 45. Consent / Authorisation rate (DBD & DCD)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Consent/Authorisation rate (%)	69.0%	69.0%	67.6%	A	Worse



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

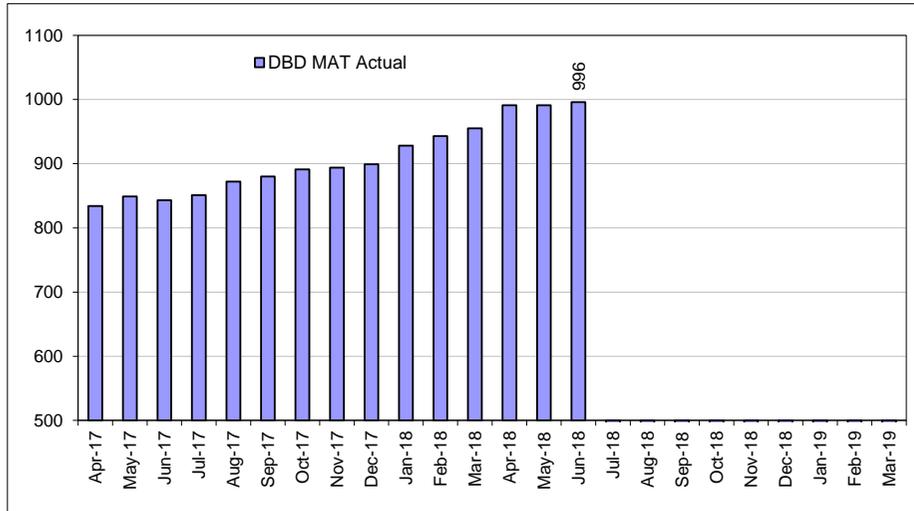
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1,524	254	157	R	-



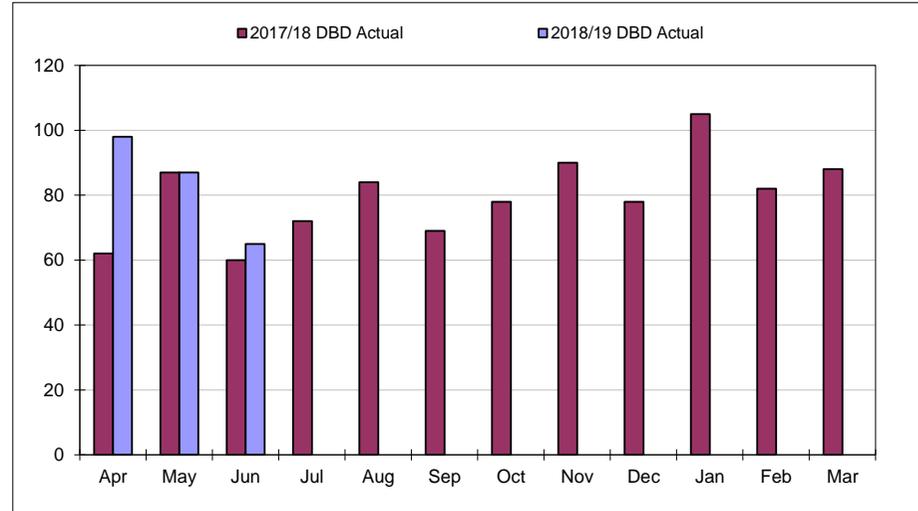
## Monthly Performance Report - As at the end of June 2018

### Organ Donation and Transplant - DBD Activity

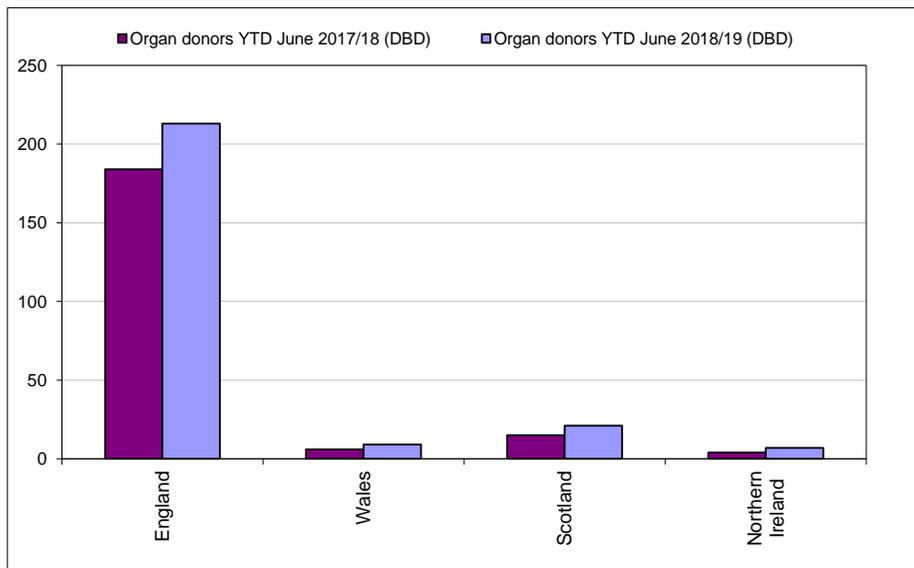
**47. MAT number of Deceased Organ Donors (DBD)**



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

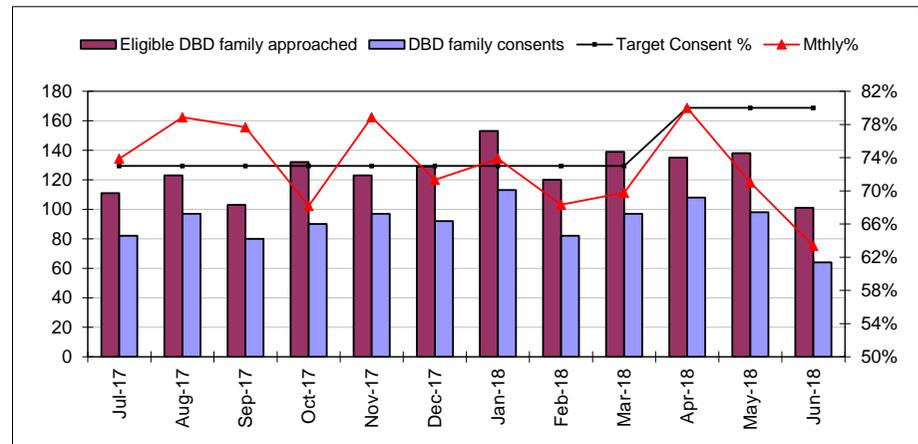


**49. Deceased Organ Donors - By Nation (DBD)**



**50. Consent/Authorisation rate (DBD) per month**

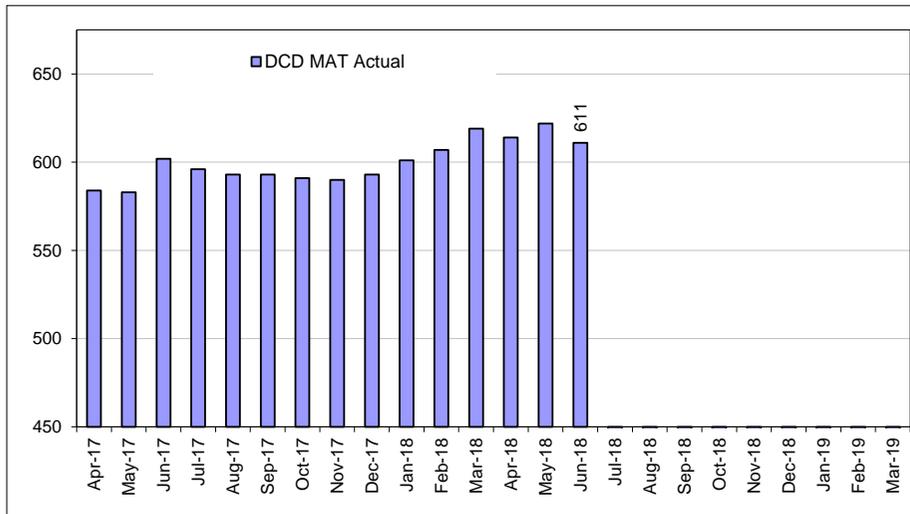
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DBD Consent/Authorisation rate (%)	80.0%	80.0%	72.2%	A	-



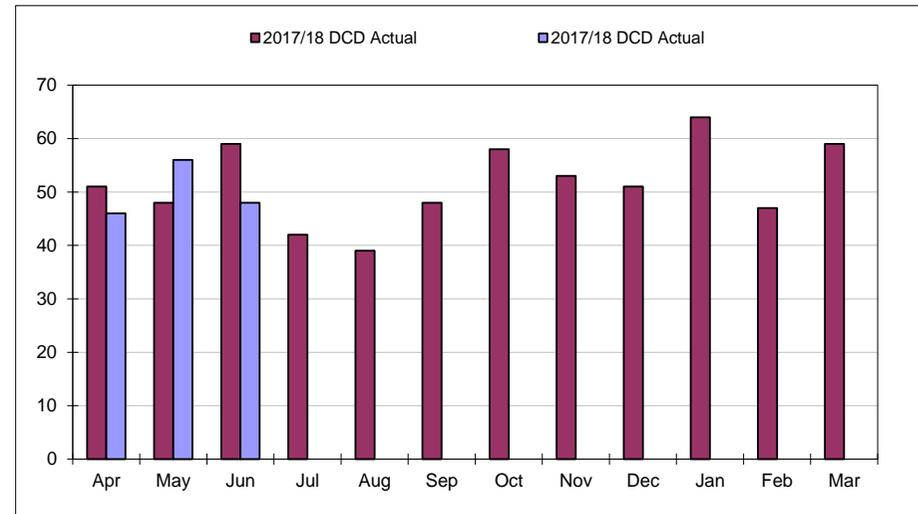
## Monthly Performance Report - As at the end of June 2018

### Organ Donation and Transplant - DCD Activity

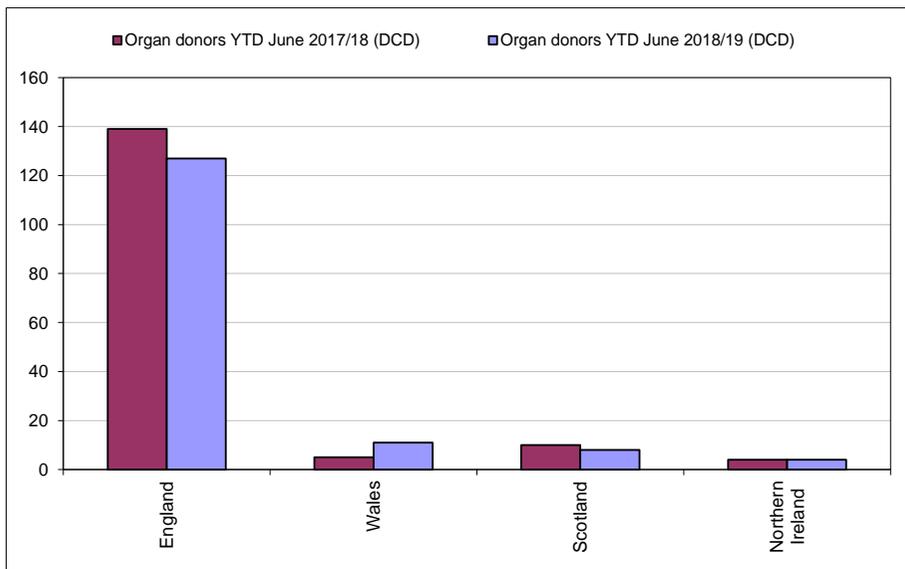
#### 51. MAT number of Deceased Organ Donors (DCD)



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

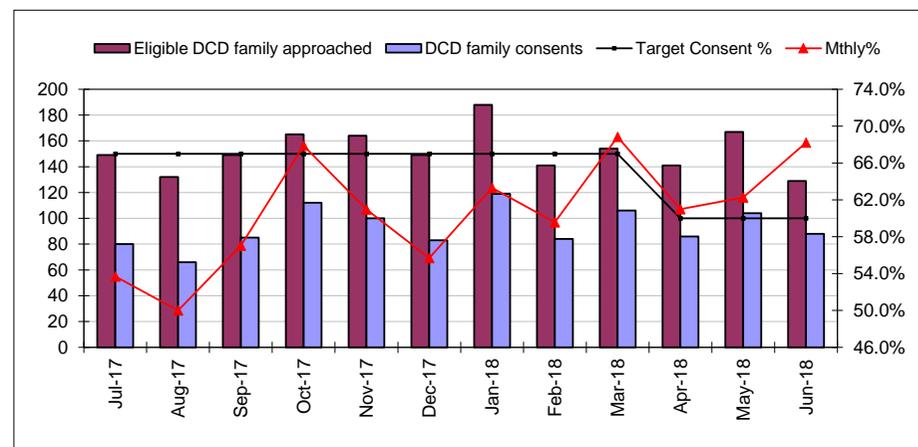


#### 53. Deceased Organ Donors - By Nation (DCD)



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

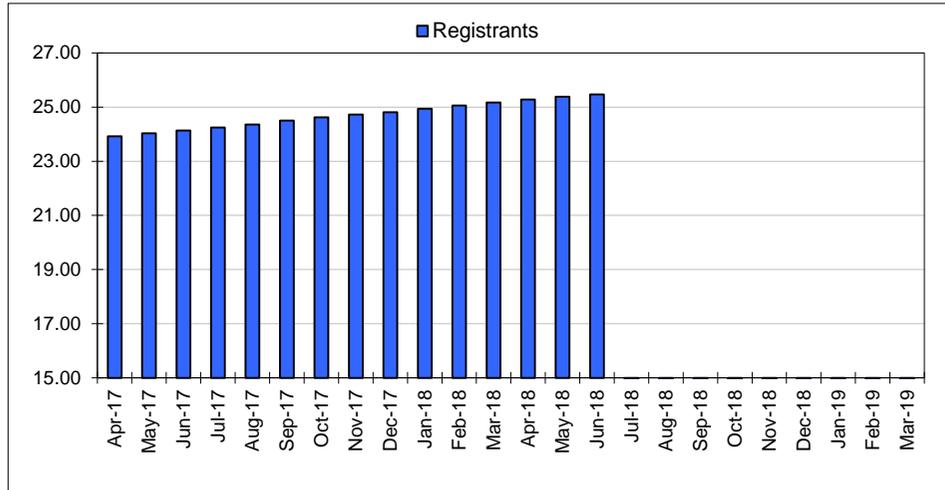
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Opt-in registrants on the ODR (millions)	60.0%	60.0%	63.6%	G	-



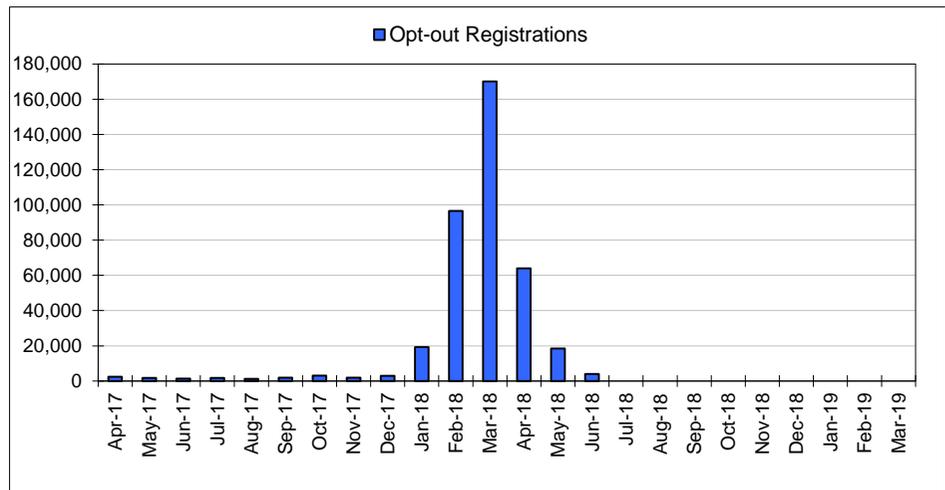
## Monthly Performance Report - As at the end of June 2018

### Organ Donation and Transplant - Consent / ODR

**55. Number of people registered on the ODR (opt-ins)**

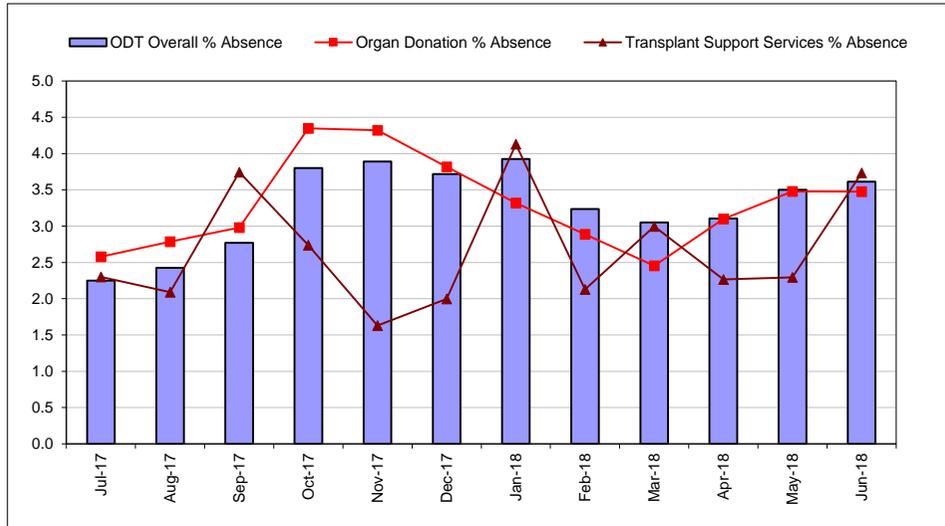


**56. Opt-out Registrations by month**

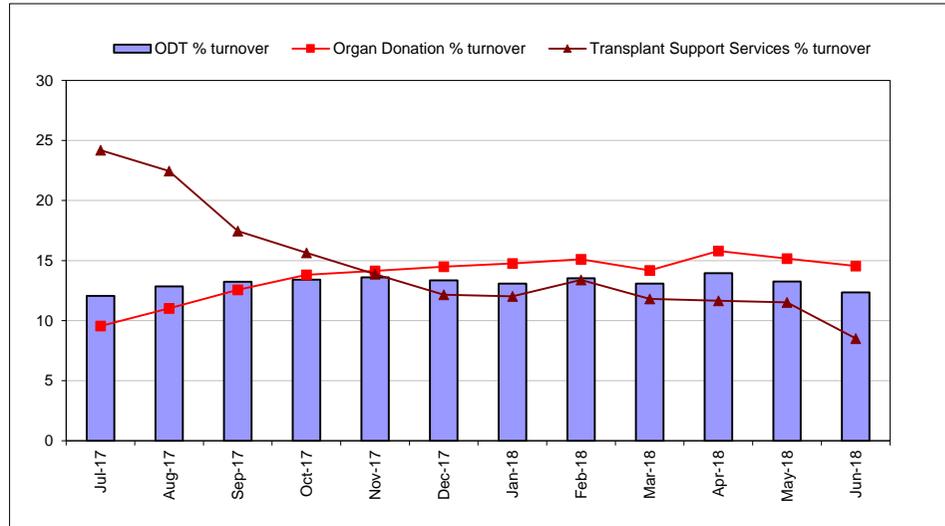


## Organ Donation and Transplant - Absence/Turnover

**57. ODT Absence rate (%)**



**58. Annual Turnover rate (%)**



SECTOR	NOTES/UPDATE REPORT
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<b>NHSBT Corporate</b>	<p>Sickness absence was unchanged this month at 3.3%.</p> <p>Health and Safety – the LTI. Incidence rate (12 months to May 2018) for all work related lost time is 1.3 No change from last month</p> <p>Colleagues have been reminded about their responsibilities under Information Governance / GDPR, specifically around the use of any personal information whether that be a donor, colleague or patient information – to ensure that it’s use is correct and that it has been protected sufficiently.</p> <p>NHSBT will be launching the latest <b>Our Voice – Check Up!</b> survey on <b>Wednesday, 5<sup>th</sup> September</b>. This will be a shortened version of our full 2016 survey and will be open for three weeks.</p> <p>The <a href="#">One NHSBT</a> pages on the corporate NHSBT website are now live.</p>
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**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	A	A	1.5	1.5	N/A	Jun 18	Jun 18
Barnsley Project (Leeds Sheffield)	Delivery	A	G	17.5	17.5	1.1	Jan 21	Jan 21
Exchange On-Line Migration	Delivery	A	G	0.6	N/A	N/A	Jul 18	Sep 18
Pulse GUI/Middleware Server Upgrade	Delivery	R	A	0.6	N/A	N/A	Jul 18	Aug 18
General Data Protection Regulations	Start-Up	R	G	N/A	N/A	N/A	N/A	Nov 18

Pulse GUI at red due to go live on 1st July being cancelled as result of an unrecognised issue with how NCC access Pulse. Work to be undertaken, with NCC, to understand how access is currently configured and determine a new approach.

GDPR at red due to absence in the Information Governance team. Planning activity has been slowed during June and no progress within the contracts work stream. Additional contract resource has been requested and now approved.

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

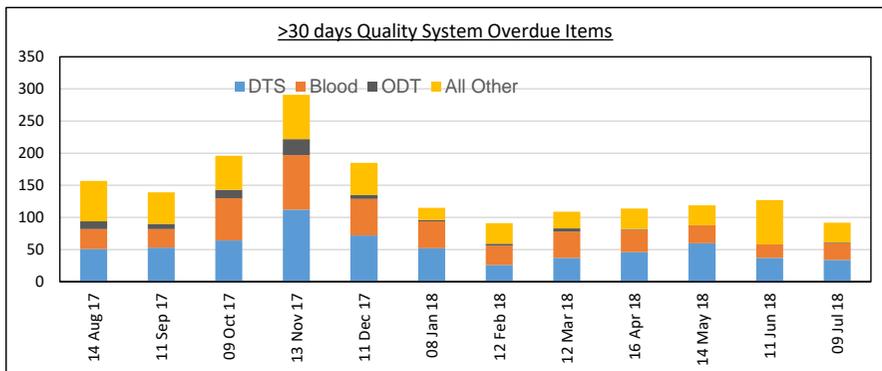
### NHSBT Corporate - ICT / Workforce

#### 59. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	99.72%	A	Better
Pulse	99.95%	99.55%	A	-
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	-

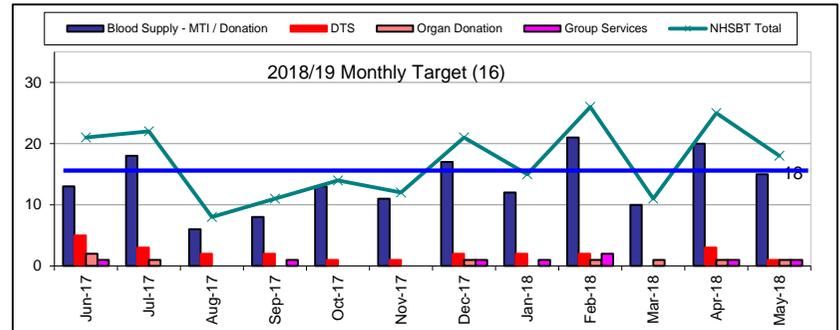
#### 61. Quality System >30 days Overdue Items

Directorate (as at 09 Jul)	Documents	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
DTS	8	20	3	2	1	34
ICT	3	7	0	11	0	21
M&L	1	6	0	0	9	16
BD	1	3	1	2	3	10
QA	0	0	0	1	5	6
All Other	2	0	2	0	1	5
<b>Total</b>	<b>15</b>	<b>36</b>	<b>6</b>	<b>16</b>	<b>19</b>	<b>92</b>

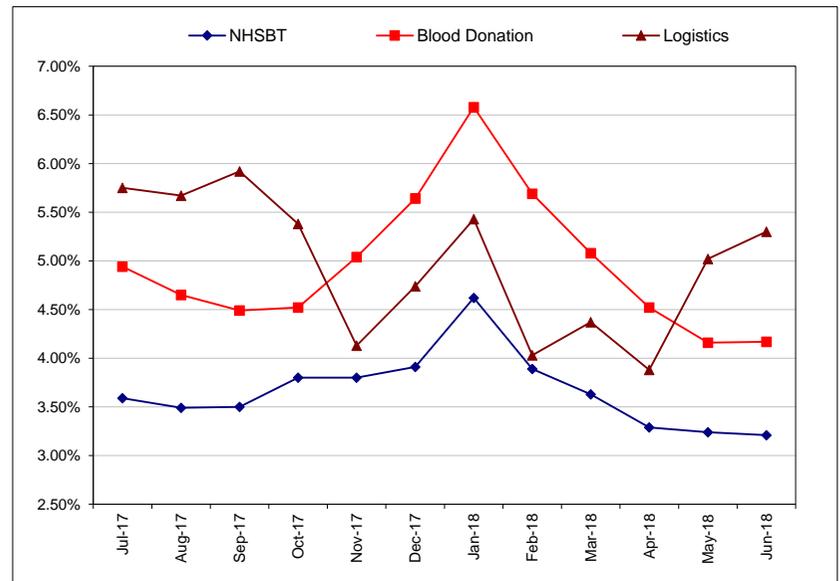


#### 60. Health and Safety - Accident Reporting

H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	110,500
Blood Donation	<=13	R	<=9	11
M&L	<=4	6	<=3	4
DTS/SpS	<=1	1	<=2	1
Organ Donation	0	0	<=1	1
Group Services	0	1	<=1	1
NHSBT	<=18	8	<=16	18



#### 62. Sickness Absence



**RISK  
MANAGEMENT**

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

Corporate Risk Register Summary	Red	Amber	Green
<b>84</b>	10	69	5

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 dependent 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

### Risk register summary ( net risk) and summary by themes (cont.)

Risk to delivery of TOT 2020 strategic targets driven by:

- adverse trends in the organ donor pool
- inability to change consent levels
- lack of funding required for supporting business cases in respect of consent strategy and new technologies
- lack of transplant capacity.

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 being seen (international issues especially).

#### **There are two new high/extreme risks this month:**

BD-03: There is a risk that collections of whole blood and platelets are inadequate to meet demand (O neg, B neg and R<sub>0</sub>) until the donor base can be built for these. Risk score 16.

BD-05: There is a risk that blood collection may be disrupted by a failure of IT systems or infrastructure (hardware at session reaching the end of its useful life and would leave NHSBT vulnerable to low stocks and poor reputation). Replacement is subject to whether Session Solution is implemented. Risk score 15.

In addition to the above:

There is 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).