

Board Performance Report

For the period ended 31st December 2018

	Status	Trend	Comments
Blood Components	Amber	Green	Red cells stocks have returned to target levels and are expected to be stable through Q4. Operating costs are running well in excess of budget (and hence pricing assumptions), driven by recruitment in blood donation, with full year effects to be reflected in the forthcoming budget.
DTS	Green	Green	DTS income is 5.0% higher than plan year to date, resulting in an income and expenditure surplus of £1.0m. SCDT activity continues to be adverse with BBMR provisions and cord blood issues at red status. Cornea stocks continue to be strong although they fell to 317 units by the end of December.
ODT	Red	Red	There were 125 deceased donors in December resulting in 1,224 donors year to date, 4% lower than target, but 4% better than last year. The number of deceased transplants is 14.5% lower than target in the year to date and, although marginally higher (1%) than last year, the trend is adverse. Living Donors (reported one month in arrears) were 32% lower than target for year to date November 2018.
Corporate	Green	Green	Sickness absence was lower at 3.6% in the month, and 3.64% year to date, albeit this masks high levels of sickness in certain areas (e.g. within some individual blood donation teams).
Finance	Green	Red	NHSBT is reporting a year to date surplus of £9.1m, £8.3m better than plan. The forecast for the year is a surplus of £7.9m versus a budget deficit of £0.6m. This primarily reflects lower spend on CSM.
Change Programme	Red	Red	The Transformation Programme remains at red status with three projects reporting red: London Donor Centre, iPad replacement and the CBC / Filton extension. The ODT Hub Programme is reporting amber status but with an increased risk of moving to red.

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NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 31 DEC 2018

Income	Plan WTE (Ave YTD)	Actual WTE at period end	Year to date			2017-18 Actual	Full Year Budget	Forecast	Forecast variance vs Budget
			Budget	Actual	Variance				
			£k	£k	£k	£k	£k	£k	£k
Revenue Cash Limit - Organ Donation & Transplantation			46,603	46,603	0	61,927	62,137	62,137	0
Revenue Cash Limit - Diagnostic and Therapeutic Services			3,506	3,506	0	4,173	4,675	4,675	0
Revenue Cash Limit - Blood & Blood Components - National			1,453	1,453	0	0	2,188	2,188	0
Blood & Components Income			195,464	196,204	740	256,910	258,681	261,913	3,232
Diagnostic and Therapeutic Services Income			54,161	57,049	2,888	71,011	72,516	76,004	3,488
Research & Development			728	1,141	413	1,686	971	920	(51)
Organ Donation & Transplantation Other Income			8,821	8,935	114	12,011	11,762	12,176	415
All Other Income			3,890	4,386	496	7,230	5,174	5,874	700
Total Income			314,625	319,276	4,651	414,949	418,103	425,887	7,784
Expenditure									
Cost of Sales - Blood Component Stock Movement			419	987	568	(1,288)	0	1,096	1,096
Cost of Sales - Tissues Stock Movement			0	(287)	(287)	(85)	0	(200)	(200)
Organ Donation & Transplantation: Operational Expenditure	416	411	(45,681)	(44,874)	807	(60,097)	(60,295)	(59,886)	408
Organ Donation & Transplantation: Change Programme	7	22	(4,304)	(4,295)	9	(4,829)	(5,701)	(5,890)	(189)
Blood Supply: Manufacturing, Testing & Issue	714	745	(49,390)	(50,003)	(613)	(68,140)	(65,745)	(67,020)	(1,275)
Blood Supply: Blood Donation	1,369	1,449	(52,684)	(54,578)	(1,894)	(72,103)	(70,465)	(74,271)	(3,806)
Blood Supply: Logistics	336	333	(15,087)	(15,552)	(466)	(21,010)	(20,049)	(20,649)	(600)
Diagnostic and Therapeutic Services: Operational Expenditure	852	838	(48,760)	(50,385)	(1,625)	(62,224)	(64,692)	(67,313)	(2,621)
Diagnostic and Therapeutic Services: Change Programme	1	1	(263)	(263)	0	0	(963)	(348)	614
Quality	83	81	(3,669)	(3,607)	62	(5,006)	(4,873)	(4,798)	75
Chief Executive and Board	3	3	(468)	(445)	23	(627)	(623)	(629)	(6)
Communications	64	70	(5,462)	(5,543)	(81)	(7,409)	(6,602)	(6,833)	(230)
Estates & Facilities	76	78	(28,920)	(29,547)	(628)	(39,592)	(38,903)	(39,533)	(630)
Finance	88	91	(3,949)	(4,013)	(64)	(5,581)	(5,266)	(5,392)	(126)
Business Transformation Services	25	22	(1,167)	(1,090)	77	(1,391)	(1,557)	(1,444)	113
People	114	116	(5,416)	(5,456)	(41)	(7,204)	(7,213)	(7,215)	(1)
Information Communication Technology	181	171	(18,356)	(18,486)	(130)	(23,714)	(24,796)	(25,315)	(519)
Clinical Directorate	172	167	(10,552)	(10,483)	69	(13,779)	(13,914)	(14,394)	(480)
Research & Development	34	45	(2,838)	(3,174)	(337)	(5,127)	(4,214)	(4,214)	0
Change Programme (Blood & Corporate)	8	19	(15,418)	(7,413)	8,006	(24,196)	(20,263)	(11,069)	9,193
Miscellaneous and Capital Charges			(1,807)	(1,622)	185	(1,745)	(2,546)	(2,645)	(99)
Total Expenditure	4,542	4,661	(313,772)	(310,131)	3,641	(425,145)	(418,680)	(417,963)	717
Surplus/(Deficit)			853	9,146	8,292	(10,197)	(577)	7,923	8,501

Statutory Accounts Presentation

NHSBT Surplus/(Deficit) as above	853	9,146	8,292	(10,197)	(577)	7,923
Add back Notional Cost of Capital	5,322	5,552	231	7,422	7,176	7,176
Remove Revenue Cash Limit	(50,109)	(50,109)	0	(66,100)	(66,812)	(66,812)
Deduct Capital Charges Cash Payment	(13,081)	(13,081)	0	(17,544)	(17,441)	(17,441)
Net Expenditure	(57,014)	(48,491)	8,523	(86,419)	(77,654)	(69,153)

NHSBT is reporting a YTD a surplus of £9.1m, £8.3m better than plan, reflecting a combination of surpluses in DTS (£1.3m), ODT (£0.9m) and Transformation (£8.0m - mostly re CSM/Interval study) which is offset by adverse cost variances in Blood Supply (-£2.2m) - driven by the challenges with managing the low stock position and improving collection performance earlier on in the year.

The 2018/19 forecast position is a surplus of £7.9m. This reflects a much lower transformation spend with projects stopped (CSM, CCM), or progressing more slowly than planned (Session Solution), offsetting the growing adverse cost variances in Blood - M&L (-£1.9m) and BD (£-3.8m).

Balance sheet - current assets were £55.1m at the end of December 2018 with a cash balance of £51.5m (including capital charges payable of £4.4m and Programme Funding drawn down in advance - £0.9m). A revised cash balance is now forecast c£37m at the end of March 2019 which includes an updated DH capital allocation £9m (vs AP08 £11m)

Debtor days were at 22 in December (vs 19 November), in line with the target. Long term overdue debts increased in the month - this was driven by the impact of the xmas break and we expect to see a return to the reducing overdues trend in period 10.

NHSBT CASH FLOW - FORECAST 2018/19

	Actual Apr-18 £k	Actual May-18 £k	Actual Jun-18 £k	Actual Jul-18 £k	Actual Aug-18 £k	Actual Sep-18 £k	Actual Oct-18 £k	Actual Nov-18 £k	Actual Dec-18 £k	Forecast Jan-19 £k	Forecast Feb-19 £k	Forecast Mar-19 £k	Total £k
Opening bank balance	23,479	27,318	47,842	38,137	40,053	43,270	45,459	39,404	45,262	51,451	57,437	63,544	23,479
Receipts													
Debtors & Other Receipts	24,817	35,821	27,772	32,516	31,586	31,357	31,715	34,200	30,247	30,000	30,000	35,000	375,031
Revenue Cash Limit	0	16,525	0	5,508	5,508	5,508	5,508	8,409	5,508	5,508	5,508	5,507	69,000
Capital Cash Limit	0	0	0	0	0	0	2,500	0	2,500	0	1,500	2,500	9,000
Total income	24,817	52,346	27,772	38,024	37,094	36,865	39,724	42,610	38,255	35,508	37,008	43,007	453,031
Payments													
Staff Expenses	9,928	16,465	16,455	16,758	17,571	17,406	17,206	17,019	17,138	16,712	16,756	23,833	203,246
Other Revenue Payments	10,734	15,223	20,691	18,840	16,012	16,642	18,969	18,450	13,791	11,310	13,646	35,515	209,822
Capital Charges	0	0	0	0	0	0	8,720	0	0	0	0	8,721	17,441
Capital Payments	317	134	331	510	294	628	884	1,283	1,137	1,500	500	1,482	9,000
Total costs	20,979	31,822	37,477	36,108	33,877	34,676	45,779	36,752	32,066	29,522	30,902	69,551	439,510
Closing bank balance	27,318	47,842	38,137	40,053	43,270	45,459	39,404	45,262	51,451	57,437	63,544	37,000	37,000

Debtor Days (Target is 22 days)	26	19	22	19	21	22	24	19	22				
YTD BPPC By Value % (Target is 95%)	95.6%	94.0%	94.0%	97.1%	93.2%	95.6%	93.9%	97.7%	97.8%				
YTD BPPC By Number % (Target is 95%)	92.0%	92.9%	93.2%	92.7%	94.4%	93.8%	96.3%	95.7%	96.6%				

	1-30 Days overdue £000's	31-60 Days overdue £000's	61-90 Days overdue £000's	>90 Days overdue £000's	Total Overdue £000's
Overdue Debtors NBS/ODT £000's					
Total Overdue Debtors	8,457	3,267	1,361	2,278	15,364

	Nov-18		Dec-18		Comments	
Top 5 Over 90 days Overdue Debtors £000's	>90 Days overdue £000's	Total Overdue £000's	>90 Days overdue £000's	Total Overdue £000's		
CITY HOSPITALS SUNDERLAND FOUNDATION TRUST	355	637	504	840	Agreed with Trust that outstanding debt will be paid w/c 21st Jan	
IMPERIAL COLLEGE HEALTHCARE NHS TRUST	155	621	207	1,019	Negotiating with SBS over future use of POs	
UNIVERSITY COLLEGE LONDON	178	184	170	174	Legal advice being sought to resolve outstanding debt	
BUCKINGHAMSHIRE HEALTHCARE NHS TRUST	127	411	141	548	Discussions on going for requirement of POs	
NHS ENGLAND	81	178	97	97	Will be paid by end of Jan 19.	
EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRU	86	514	84	311	Not in "Top 5" Dec 2018	
Total 5 Overdue Debtors	896	2,031	1,119	2,677		
Other Debtors	797	9,511	1,160	12,687		
Total Overdue Debtors	1,693	11,542	2,278	15,364		

>90 DAYS OVERDUE		Profile by Month											
Target £0.95m for over 90 days by 31 Mar 2019	Actual Apr-18 £000s	Actual May-18 £000s	Actual Jun-18 £000s	Actual Jul-18 £000s	Actual Aug-18 £000s	Actual Sep-18 £000s	Actual Oct-18 £000s	Actual Nov-18 £000s	Actual Dec-18 £000s	Forecast Jan-19 £000s	Forecast Feb-19 £000s	Forecast Mar-19 £000s	
Ledger Balance at month end	3,343	2,281	1,953	2,060	3,253	1,915	1,961	1,693	2,278	1,220	1,080	950	
Original target per April Board Report		3,208	2,983	2,757	2,531	2,305	2,079	1,853	1,627	1,401	1,175	950	

NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 31 DECEMBER 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			
Income													
Prices	198.4	10.9	9.8	1.3	1.6	11.0	6.9	-	3.1	0.6	7.9	-	251.5
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	8.8	8.8
Grant in Aid	-	-	-	-	-	-	-	-	1.4	1.7	-	46.4	49.6
Other	5.0	0.4	0.5	0.0	0.0	0.1	0.3	1.9	0.1	0.3	0.5	0.3	9.4
Total Income	203.3	11.3	10.4	1.3	1.6	11.0	7.2	1.9	4.7	2.7	8.5	55.5	319.3
Expenditure													
Variable Costs													
Consumables	(30.1)	(0.9)	(2.7)	(0.3)	(0.3)	(1.5)	(1.4)	(0.5)	(0.5)	(0.3)	(3.1)	(2.5)	(44.3)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(30.1)	(0.9)	(2.7)	(0.3)	(0.3)	(1.5)	(1.4)	(0.5)	(0.5)	(0.3)	(3.1)	(2.5)	(44.3)
Variable Contribution	173.2	10.3	7.7	0.9	1.3	9.5	5.8	1.4	4.2	2.4	5.3	53.0	275.0
Direct Costs													
Pay	(65.7)	(5.9)	(4.9)	(0.6)	(0.9)	(5.3)	(3.4)	(0.8)	(1.0)	(1.5)	(2.3)	(19.6)	(111.9)
Non Pay	(15.8)	(0.5)	(0.7)	(0.1)	(0.1)	(2.1)	(0.9)	(0.3)	(0.9)	(0.7)	(0.6)	(23.3)	(46.1)
Total Direct Costs	(81.4)	(6.4)	(5.6)	(0.7)	(1.1)	(7.4)	(4.3)	(1.1)	(2.0)	(2.2)	(2.9)	(42.9)	(158.0)
Direct Contribution	91.7	3.9	2.0	0.3	0.3	2.1	1.5	0.3	2.2	0.2	2.5	10.1	117.0
Direct Support													
Operational Directorate costs	(4.6)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(1.3)	(6.5)
Logistics	(15.2)	(0.1)	(0.0)	(0.0)	-	(0.0)	(0.0)	-	(0.0)	(0.1)	(0.1)	(0.0)	(15.5)
Clinical	(6.5)	(0.3)	-	-	-	(0.1)	(0.1)	-	(0.1)	(0.0)	(0.2)	(0.8)	(8.1)
Attributable Estates costs	(16.6)	(1.0)	(0.7)	(0.1)	(0.3)	(1.1)	(1.1)	(0.0)	(0.1)	(0.2)	(0.1)	(0.9)	(22.2)
Attributable IT costs	(4.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.0)	(0.0)	(1.9)	(6.3)
Depreciation / Cost of Capital	(1.4)	(0.2)	(0.3)	(0.0)	(0.1)	(0.2)	(0.4)	(0.1)	(0.1)	(0.1)	(0.2)	(0.4)	(3.4)
Total Direct Support	(48.3)	(1.8)	(1.3)	(0.2)	(0.5)	(1.5)	(1.6)	(0.1)	(0.4)	(0.5)	(0.6)	(5.2)	(62.0)
Notional Internal Income Uplift	(1.6)	(0.1)	1.5	0.2	0.3	0.0	0.0	(0.0)	(0.4)	0.0	0.0	(0.0)	(0.0)
Cost of Sales	1.4	-	-	-	-	(0.3)	-	-	-	-	-	-	1.1
Contribution to Unallocated Costs	43.2	2.1	2.3	0.3	0.0	0.3	(0.1)	0.1	1.3	(0.3)	1.9	4.9	56.1
Total Allocated Costs	(160.1)	(9.2)	(8.1)	(1.0)	(1.6)	(10.7)	(7.3)	(1.7)	(3.3)	(3.0)	(6.6)	(50.6)	(263.2)
Unallocated Costs Apportioned													
Directorate costs	(16.0)	(0.9)	(0.8)	(0.1)	(0.2)	(1.0)	(0.7)	(0.2)	(0.3)	(0.3)	(0.6)	(5.2)	(26.2)
Estates costs	(4.5)	(0.2)	(0.2)	(0.0)	(0.0)	(0.3)	(0.2)	(0.0)	(0.1)	(0.1)	(0.2)	(1.5)	(7.4)
Depreciation / Cost of Capital	(0.8)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.3)	(1.3)
Total Unallocated Costs	(21.3)	(1.2)	(1.0)	(0.1)	(0.2)	(1.4)	(0.9)	(0.2)	(0.4)	(0.4)	(0.8)	(7.0)	(34.9)
Operating Net Surplus / (Deficit)	21.9	0.9	1.3	0.1	(0.2)	(1.1)	(1.0)	(0.1)	0.9	(0.7)	1.1	(2.1)	21.1
Transformation Costs	(7.4)	-	-	-	-	-	-	-	-	-	-	(4.3)	(12.0)
Total Allocated Costs Inc Transformation	(167.5)	(9.2)	(8.1)	(1.0)	(1.6)	(10.7)	(7.3)	(1.7)	(3.3)	(3.0)	(6.6)	(54.9)	(275.2)
Net Surplus / (Deficit) Inc Transformation	14.5	0.9	1.3	0.1	(0.2)	(1.1)	(1.0)	(0.1)	0.9	(0.7)	1.1	(6.4)	9.2
RAG Calculation - YTD BUD	7.0	0.4	1.4	0.1	(0.6)	(1.1)	(0.4)	(0.1)	0.6	(0.1)	0.7	(7.2)	0.8
RAG STATUS (Actuals V Plan)	G	G	R	G	G	G	R	G	G	R	G	G	G
R&D PROGRAMME COSTS	(3.0)	(0.7)	(0.1)	-	-	(0.3)	(0.4)	-	-	-	-	(0.0)	(4.5)

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	78% of blood donors scoring \geq 9/10 for satisfaction.	R	-	74.2% vs plan of 78% – Chart 11.
		No. of complaints per million donations	R	-	0.59% vs plan of 0.49% – Chart 12
		% of whole blood donations in donor centres – 2018/19 target of 23%	G	-	At 23.1% December 2018
		Blood Donation Productivity: units/FTE/year	R	-	1,393 vs plan of 1,478 – Charts 27/28.
		Number of Donors Donating over the last 12 months (000's) – 2018/19 target of 832k	G	-	833.3k in December – Chart 17.
		Frequency of Donation (overall) – target of 1.71	R	-	1.80 (vs target of 1.71) - Chart 17.
		Number of O- neg Donors donating last 12 months (000's) 2018/19 target 110.5k.	A	-	108.9k in December – Chart 18.
		Frequency of Donation (O neg donors) – 2018/19 target of 1.90	G	-	1.87 (vs target of 1.90) – Chart 18.
		Ro donors donating over the last 12 months.	R	-	20.6k in December (vs 35k targeted) – Chart 19
		A neg CD donors donating over the last 12 months.	-	-	Target to be confirmed.
	Supply-Chain Operations	Red Cell Blood Stocks – Stock alert Levels	G	-	Nil in December (vs zero target p.a.) – Chart15
		Platelet Demand vs. Stock alert levels	G	-	Stocks above target in the month – Chart 16
		Number of 'critical' and "major" regulatory non-compliances	G	-	None reported in the month.
		98% of Products Issued on Time (excluding Ro's)	G	-	Higher than target at 98.3% – Chart 3.
		Manufacturing Productivity (units/FTE/year)	A	-	10,588 v 10,731 plan YTD (18/19 target 10,814)
		Testing Productivity (units/FTE/year)	G	-	36,392 v 35,359 plan YTD (18/19 target 34,950)

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
9					
BLOOD	Supply Chain Operations	70 % hospitals scoring => 9/10 for satisfaction (chart 4).	-	-	September at 78%. Next survey March 2019.

- Total red cell demand in December was very close to forecast, although O neg demand was c.10% higher than forecast at 13.3% of total demand. The increased O negative trend emerged in the second week of December but continued through into January (and reached 14% of total demand in the first two weeks). However, it appears that demand has returned to more normal levels in the second half of January.
- Blood collection was below plan through much of December but caught up strongly in the Xmas week, and is exceeding plan through January. Taken together red cells have returned to, and remained at, target levels through December and into January reaching 7.1 days on 17th December, falling back to 5.8 days immediately after the New Year break, before returning to 6.5 days mid-January. The unexpectedly high O neg demand resulted in projected stock levels falling more quickly than forecast (and would have hit red two weeks later) but, with the demand now backing off in the last week, the position will be monitored with no need for additional action at this stage.
- Projections currently indicate that stocks should remain robust. Collections will be lower than plan in 3 out of the next 4 weeks but will be higher than target over the following 12 weeks (and overall for Q4). Stocks are expected to be at 7 days end March.
- With less pressure on collection donor satisfaction was higher again this month at 77.3% and complaints (excluding those related to consolidation / team closures and cancellation of sessions) fell sharply to 4,200 (versus 5,800 in November), the lowest since October 2017, albeit that the year to date return (5,900), continues to be higher than target (4,900). The primary drivers for complaints continue to be “not seen at appointment time”, “slot availability” and “appointment cancelled”.
- OTIF, excluding R_o ‘in full’ fails, continued to be high at **98.3%**, marginally below November but above the target of 98%. R_o supplied versus was marginally higher at 52%. If R_o ‘in full’ fails were included, the overall OTIF rate for December would have been 96.9%. 44.5% of all fails (2,046 out of 4,597) were due to R_o units. As usual R_o fails mainly impacted Tooting, Colindale and Basildon.
- Waste (whole blood donations not generating a validated red cell) was higher in December at 4.84% and, in the year to date, is at 4.81%, both higher than plan (4.0%) and the previous year (4.64%). Red cell expiries in December were 0.48% and, although well below the 1.8% target, was an increase on recent months (November at 0.19%) and starting to reflect the return to more normal stock levels. At a group level 286 out of 536 (53%) were A neg.
- Platelet demand was 1% below forecast in the month. Demand for A neg increased to 15.8% of the total and stocks fell below target levels for two days on the 29th and 30th of December. Despite the donor base being better than plan, collection of A negative platelets has been falling and although improved in December, collection is spikey and needs to be improved to prevent stocks regularly falling below 1 day on Wednesdays.
- Platelets issued/produced was slightly higher in December at 91.6%. Platelet expiries were 5.46%, with the year to date at 5.68% below target of 6.0%.

- There were 7 SABRE incidents reported this month: 4 in BD, 2 M&L and 1 Clinical:
 - i) BD / donor screening - Donor donated blood on 3 previous occasions when they should have been deferred;
 - ii) BD / donor screening - Regular female donor who is in a relationship with a bisexual man donated blood without their partner donating or giving samples. Donation issued and transfused in July 2018;
 - iii) BD / SAED air embolism - During apheresis an air bubble of approximately 1 inch was noted in the set tubing. The donation was stopped but too late to stop the air entering the donor's circulation
 - iv) BD / Donor who declared she had cervical cancer in 2014 was incorrectly accepted to donate on a previous visit in August 2018 with red cells issued;
 - v) M&L / National Frozen Blood Bank –an order of 3 thawed, washed red cells were sent to the requesting hospital instead of to Colindale RCI for cross matching;
 - vi) M&L / Logistics – delivery to incorrect location - Platelet taken to the A&E area by the driver and administered to the patient without going via the Blood Transfusion Lab and hence did not have a patient label attached
 - vii) Clinical / Patient Adverse Event - two hours after platelet transfused, patient had temperature rise to 40°C and continued with spikes of temperature. Platelet pack subsequently returned for investigation, which are now ongoing, and in the interim, associated components have been recalled.
- The number of faints was (unseasonally) higher this month at 170. This takes the year to date to 181, higher than target of 160, reflecting the hotter than normal summer but attention may be needed. The number of re-bleeds was also higher this month at 33, although the year to date (28), continues to be better than target (30).
- Sickness absence was marginally higher in the month for Logistics at 5.6%. Blood Donation was better this month at 4.52% although the overall average for Blood Donation masks some very high levels at individual teams.
- No critical or major non-compliances were reported this month.
- Now that collections/stocks have returned to stability attention is now focused on the targets and plans for 2019/20 so that the budget and business plan can be produced in line with the normal timetable. In particular, the plan assumes:
 - A further rebalancing towards donor reactivation and retention and a further significant reduction in the new donor attends.
 - Ongoing improvement in the O negative donor base on the back of this (improving to 116,000 donors by end 2019/20)
 - The Ro Kell meg donor base starting to demonstrate the impact of the same focus with donors growing from 20,000 now to 23,000 by March 2020.
 - No improvement to the Gap between Ro demand and supply (i.e. no further increase in the gap but unable to reduce yet - albeit with strong O negative availability).

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
Leicester Donor Centre Relocation	Delivery	G	G	1.2	1.2	0.1	May 18	Feb 19
Continuous Care (SotF)	Delivery	G	R	0.8	0.7	N/A	Sep 19	Sep 19
E-Rostering	Delivery	G	R	0.2	0.2	N/A	Apr 18	Nov 19
West End Donor Centre Expansion	Delivery	G	G	1.0	1.0	0.4	Jan 19	Feb 19
Logistic Review Programme	Delivery	G	A	6.0	6.0	4.1 ⁽ⁱ⁾	N/A	Oct 21
Frozen Plasma Import	Delivery	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	N/A	N/A	N/A	N/A	Oct 19
Post Donation Testing	initiation	G	A	0.1	N/A	N/A	N/A	Nov 19
Warehouse Optimisation 2	Delivery	G	G	0.4	0.4	0.2	Aug 19	Aug 19
Implementation of Alinity_s	Start-Up	A	G	N/A	N/A	N/A	N/A	Sep 19
Session Solution	Delivery	G	G	0.3	5.5	N/A	Mar 20	Apr 20
Transfer of Red Blood Cells	Start-Up	A	A	N/A	N/A	N/A	TBC	Jan 19
London Bridge Donor Centre	Initiation	R	R	0.1	N/A	N/A	Apr 20	Apr 20
Blood Grouping and Sickle	Start-Up	G	N/A	0.1	0.1	N/A	TBC	Aug 20

Red projects:

The Continuous Care Model was red, but now re-set to green to reflect that the planned financial benefits, that will no longer be delivered, has been reflected in a change control.

The London Bridge DC has been cancelled. We continue to work with TfL on a solution for roadside loading outside the building (on a red route). If a solution is found, and if the unit remains on the market, then the project could re-commence (subject to the business case being further developed and available in time)

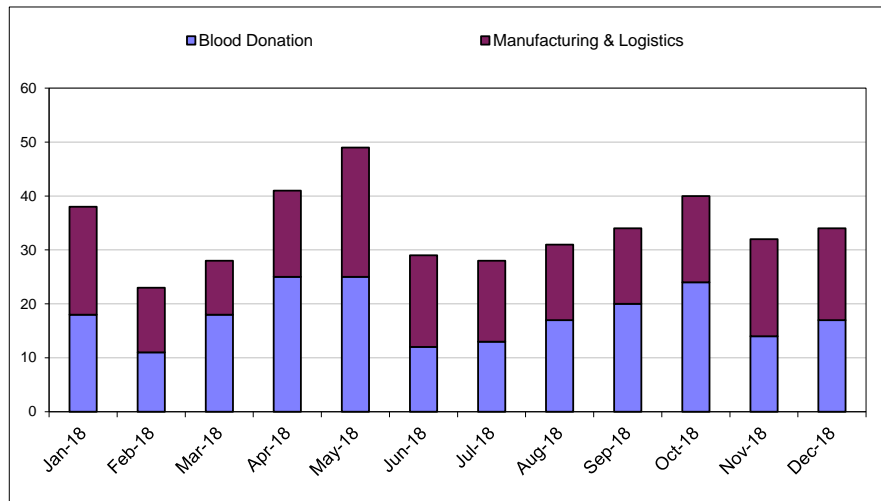
Notes:

- i) Total Forecast Benefits also includes Warehouse Optimisation 2 figure.

Monthly Performance Report - As at the end of December 2018

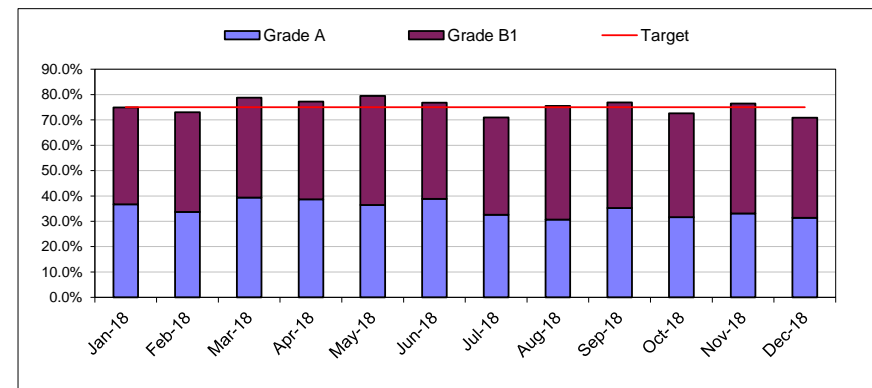
Blood Components - Safety and Compliance

1. Major QIs raised per month - Blood Supply Directorate



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

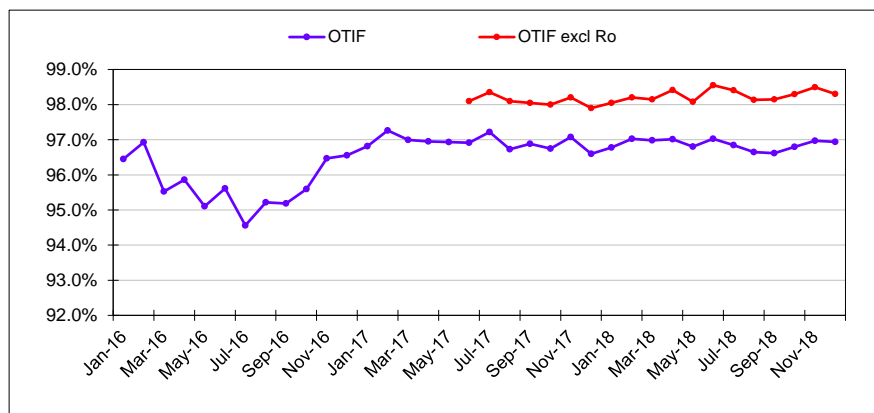
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	75.2%	G	-



Blood Components - Customer Service

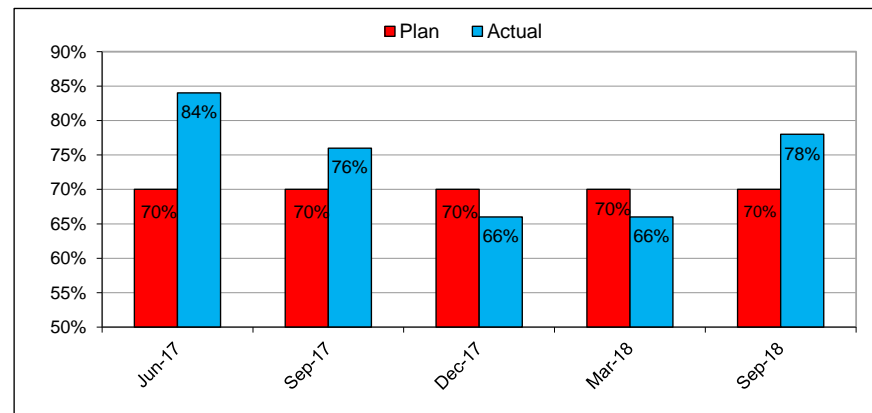
3. Percentage of Products Issued OTIF (excluding Ro 'in full' fails)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery (excl Ro fails)	98.00%	98.00%	98.31%	G	-



4. Hospital Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Hospitals rating satisfaction at >=9/10	70%	70%	78%	G	-



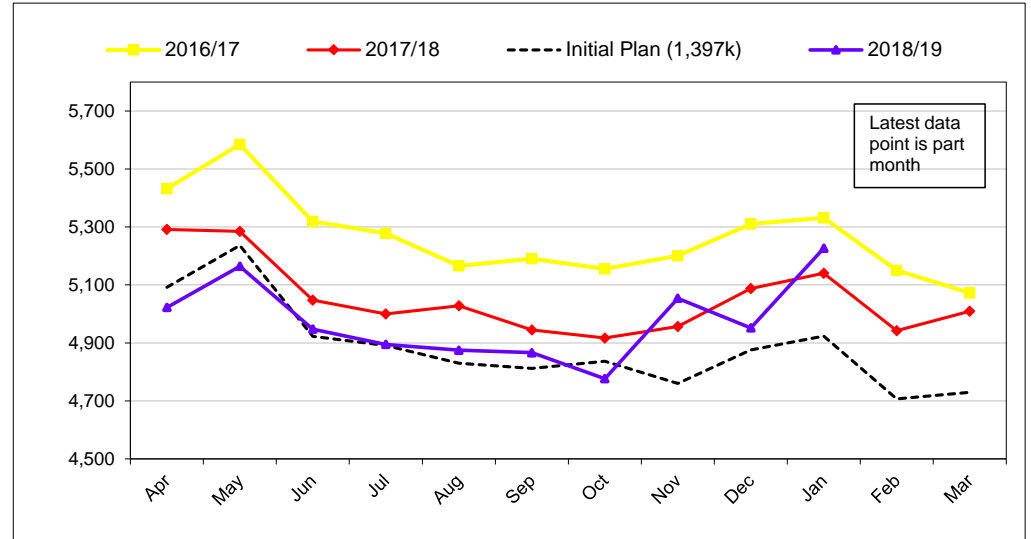
Monthly Performance Report - As at the end of December 2018

Blood Components - Red Cell Issues & Demand

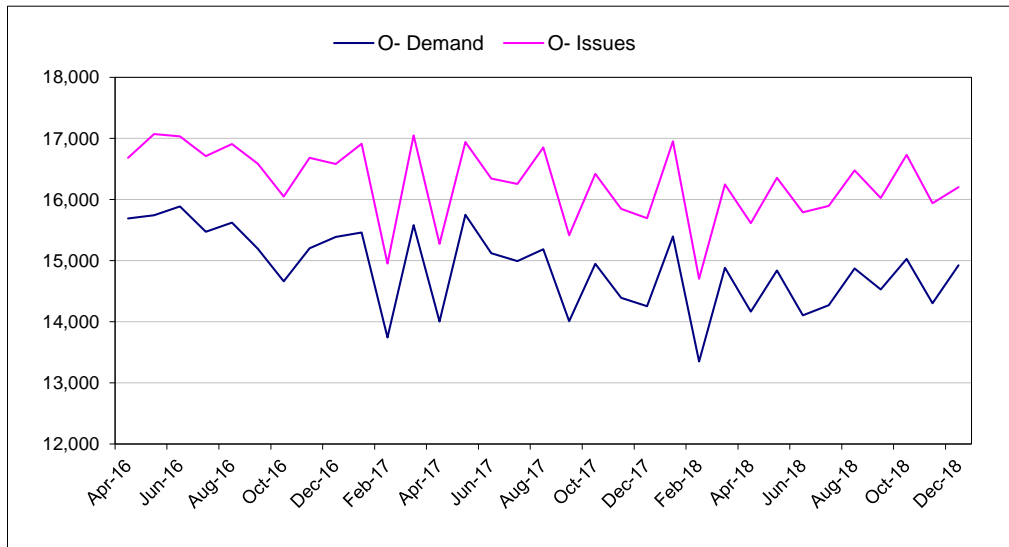
5. Red Cell Supply - Year to Date by Blood Group

Blood Group	2018/19 - YTD Dec 2018	2017/18 - YTD Dec 2017	Change
O Pos	379,144	345,032	9.9%
A Pos	314,986	287,724	9.5%
O Neg	145,087	129,210	12.3%
A Neg	84,647	77,257	9.6%
B Pos	84,258	76,064	10.8%
B Neg	27,359	24,163	13.2%
AB Pos	22,474	21,232	5.8%
AB Neg	7,202	7,718	-6.7%
Total	1,065,156	968,400	10.0%

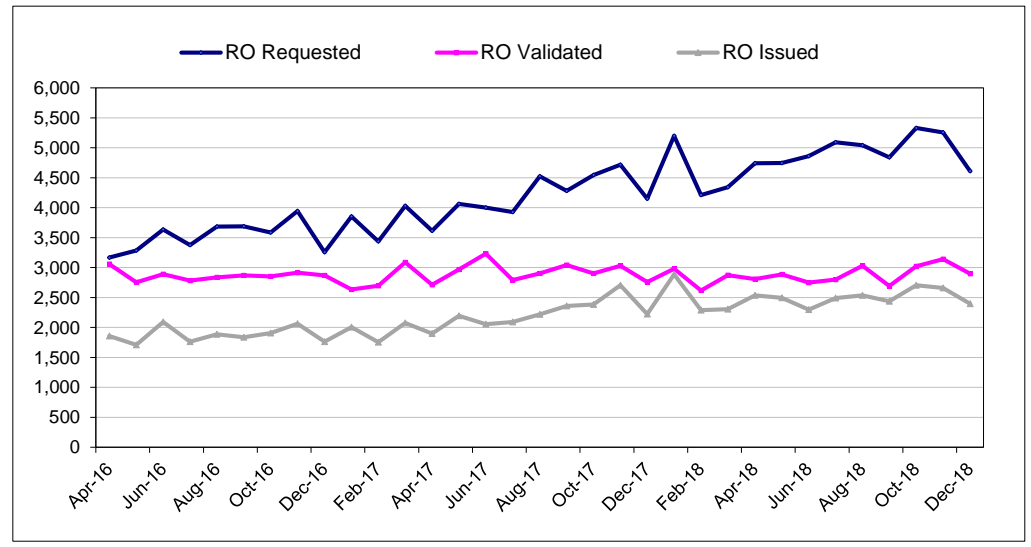
6. Average Weekday Red Cell Issues By Month - from April 2016



7. O neg RC Demand and Issues



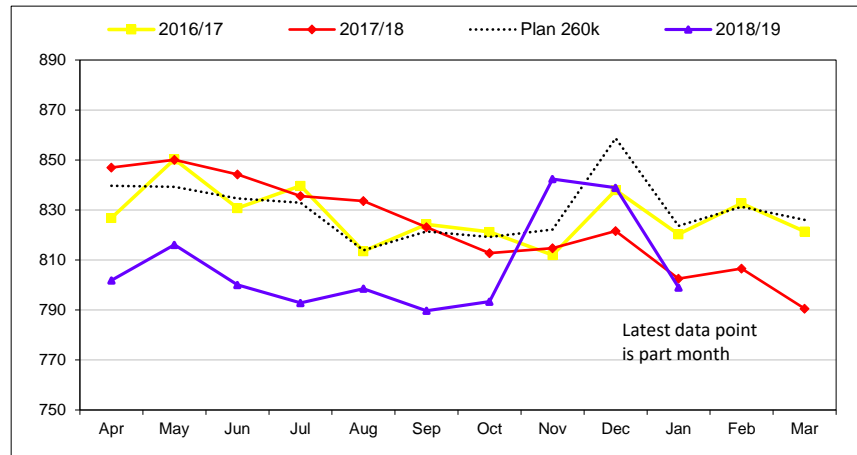
8. RO Red Cells Demand, Validated and Issued



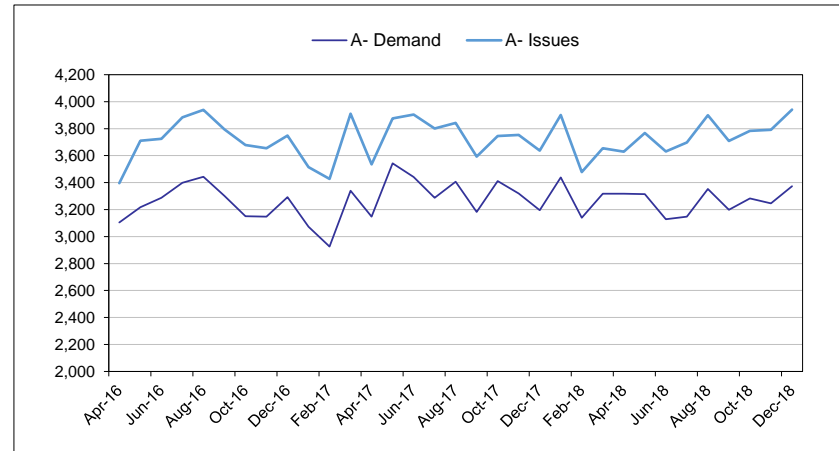
Monthly Performance Report - As at the end of December 2018

Blood Components - Donor Base

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



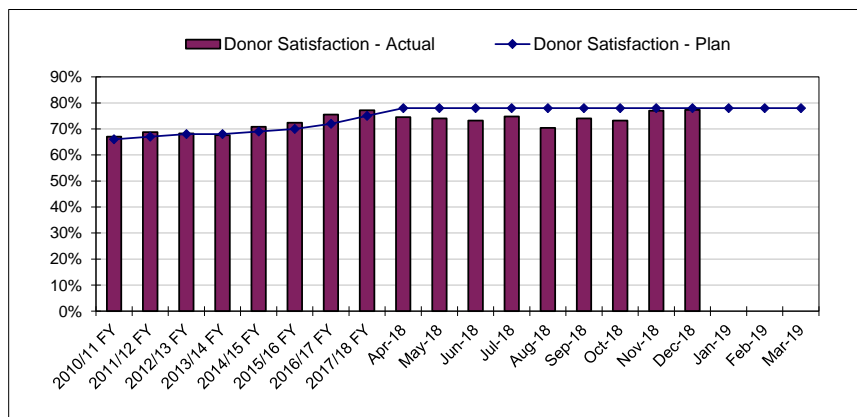
10. A neg Platelet Demand and Issues



Blood Components - Donor Service

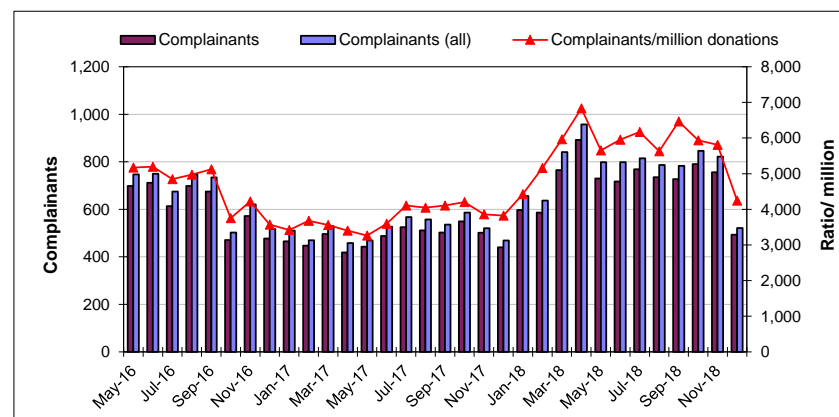
11. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	78.0%	78.0%	74.2%	R	-



12. Donor Complaints

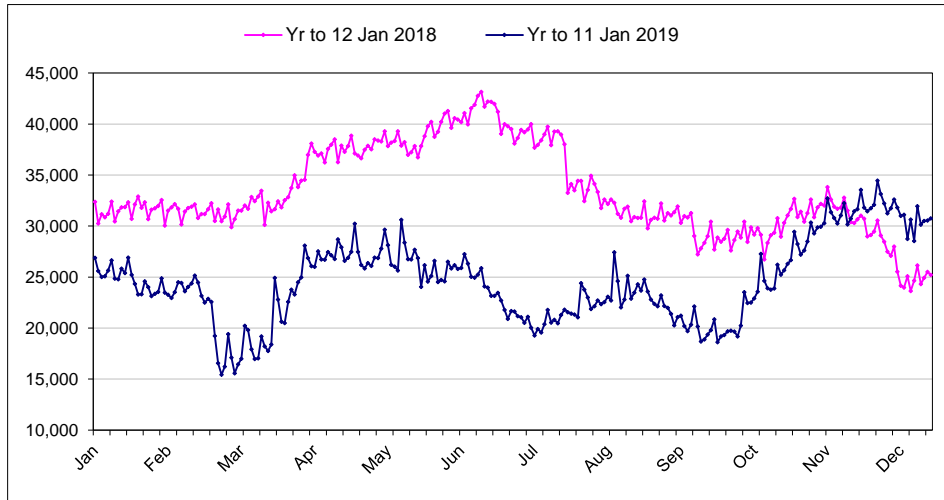
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations (excludes team consolidation related session cancellation complaints)	4,900	4,900	5,863	R	-



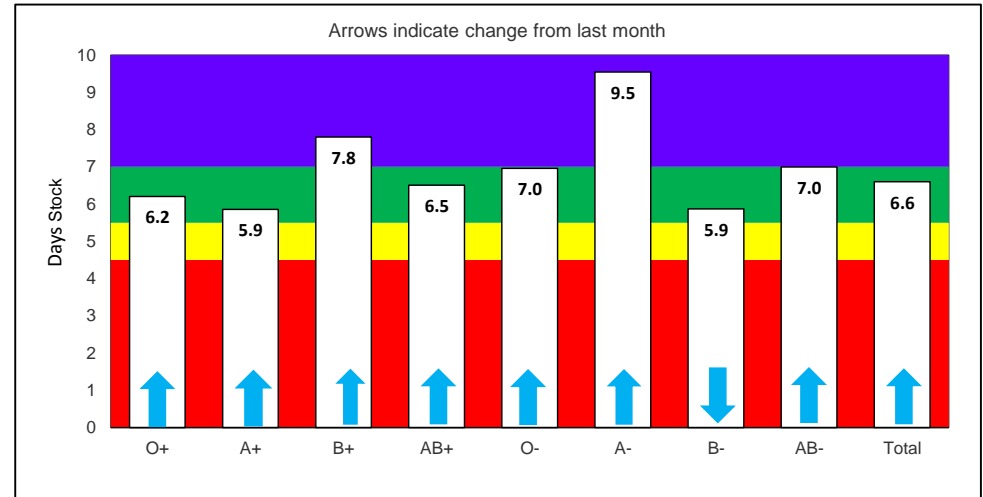
Monthly Performance Report - As at the end of December 2018

Blood Components - Stocks

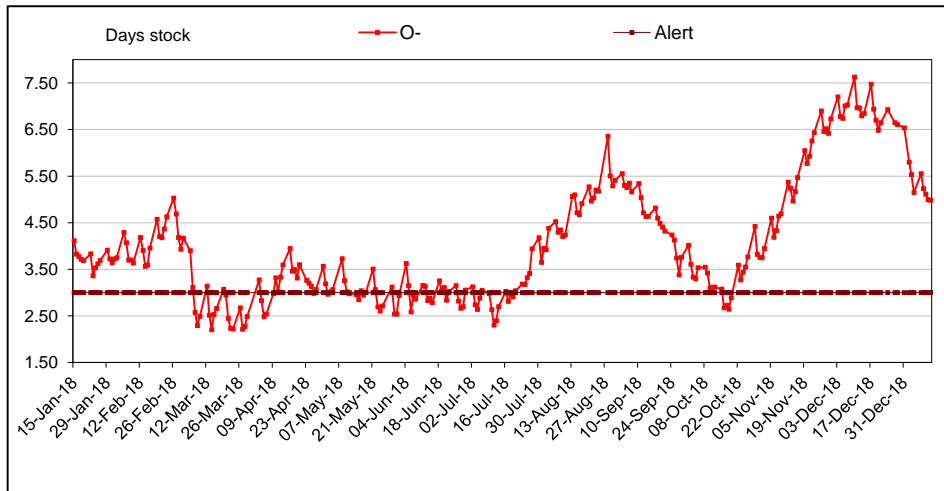
13. Red Cell - Blood Stocks (Units)



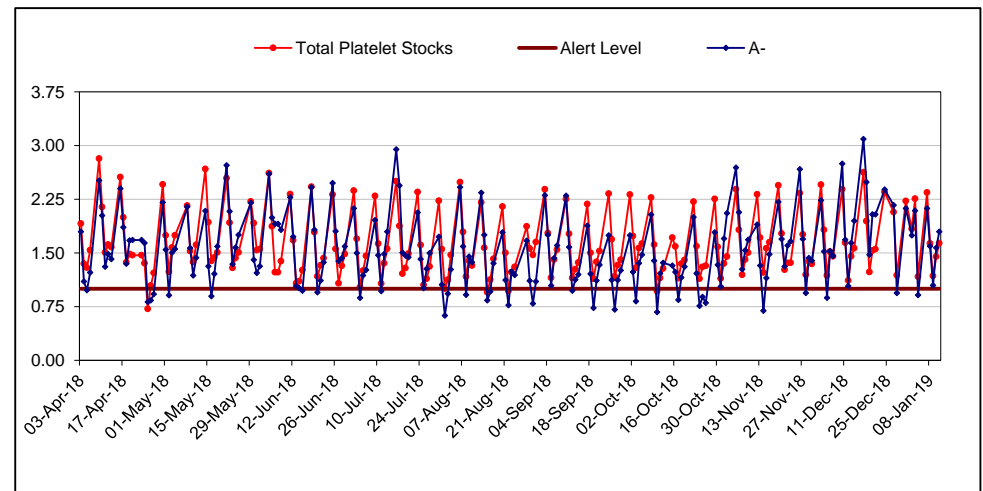
14. Average Red Cell Stock Levels for the month by blood group



15. Red Cell - O neg : weekday stock levels



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

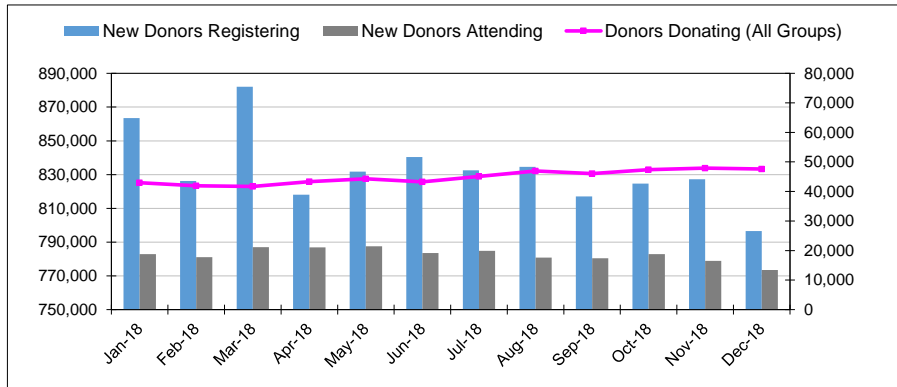


Monthly Performance Report - As at the end of December 2018

Blood Components - Donor Base

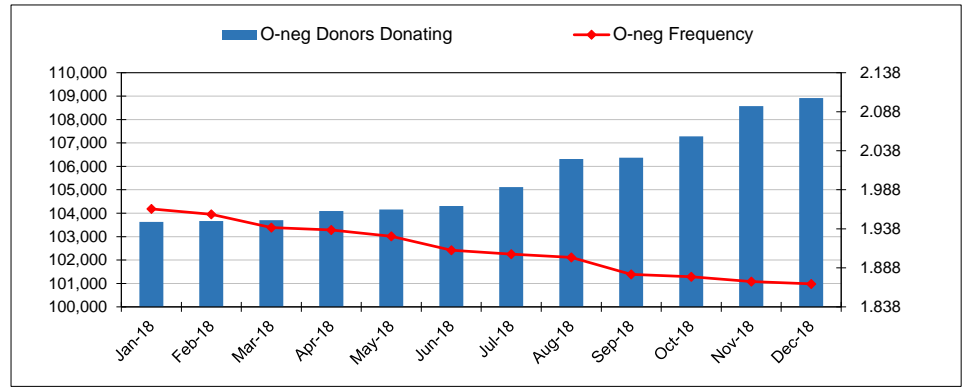
17. Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 mths	832,000	832,000	833,301	G	-
Frequency of donation (overall)	1.710	1.710	1.800	R	Worse

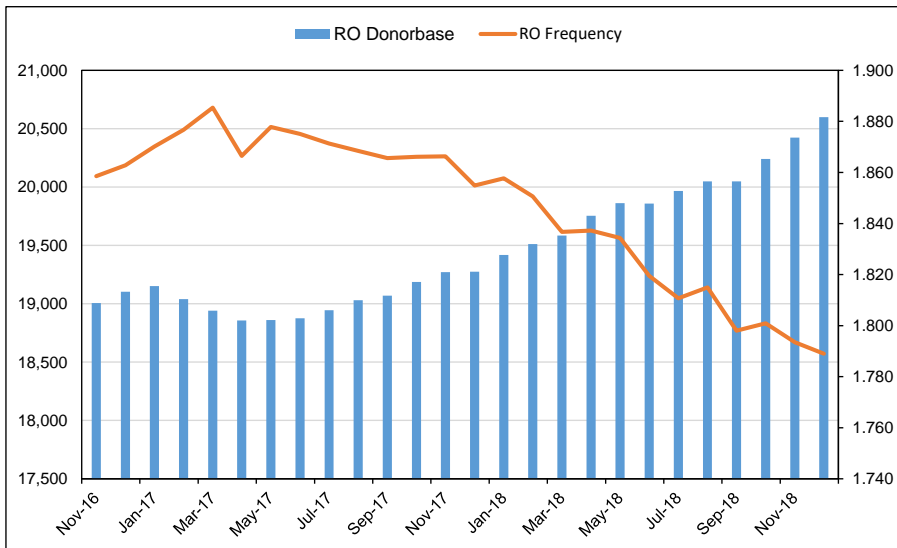


18. O Neg: Donorbase and Frequency of Donation

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	108,917	A	-
Frequency of donation (O neg donors)	1.900	1.900	1.870	G	-



19. Ro Donor Base and Frequency of Donation



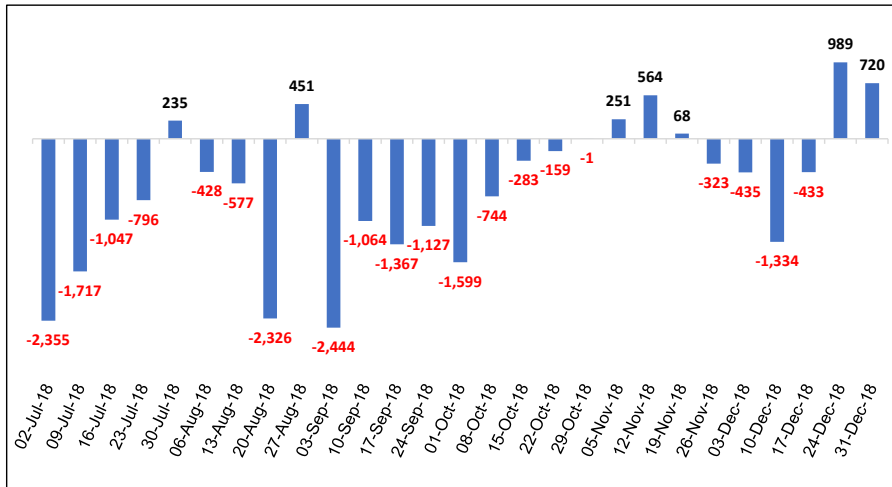
20. Apheresis Donor Base

	Donor Base Dec 18	Change vs. Nov 18	Gap vs end Dec 18 Target
Total	10,508	+88	+5
A Neg	2,465	+25	+82
A Pos	3,799	+77	-326
AB Neg	165	+3	-12
AB Pos	311	+5	+4

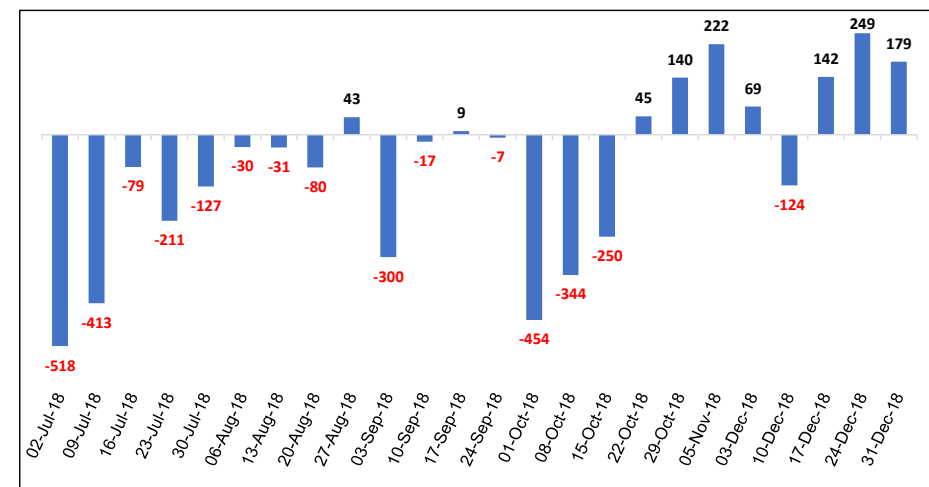
Monthly Performance Report - As at the end of December 2018

Blood Components - Blood Collection Adherence to plan

21. Weekly Collection Variance to plan

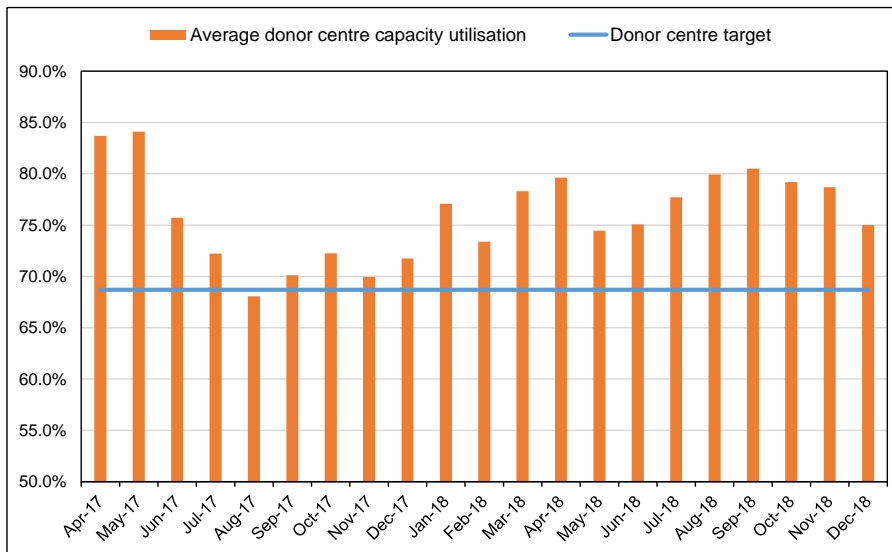


22. Weekly Collection Variance to plan - O Neg

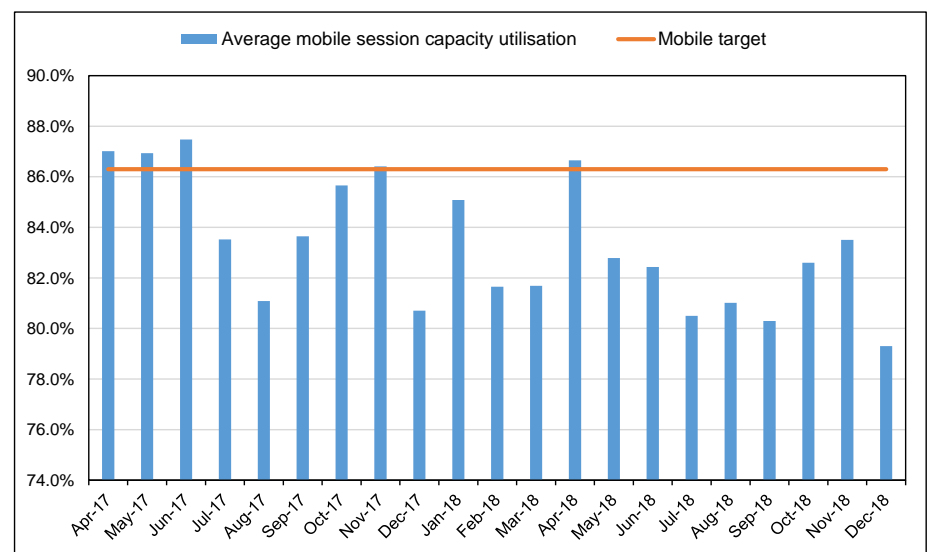


Blood Components - Collection Capacity Utilisation

23. Capacity Utilisation - Donor Centres



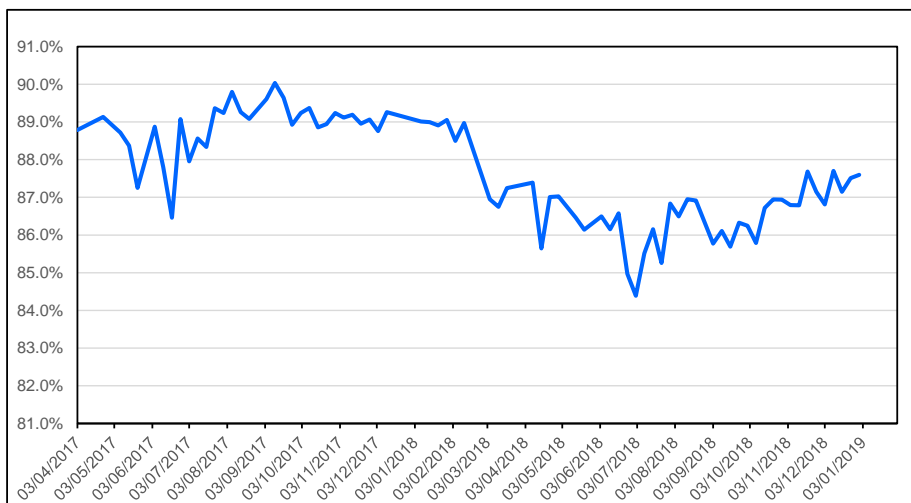
24. Capacity Utilisation - Mobile Teams



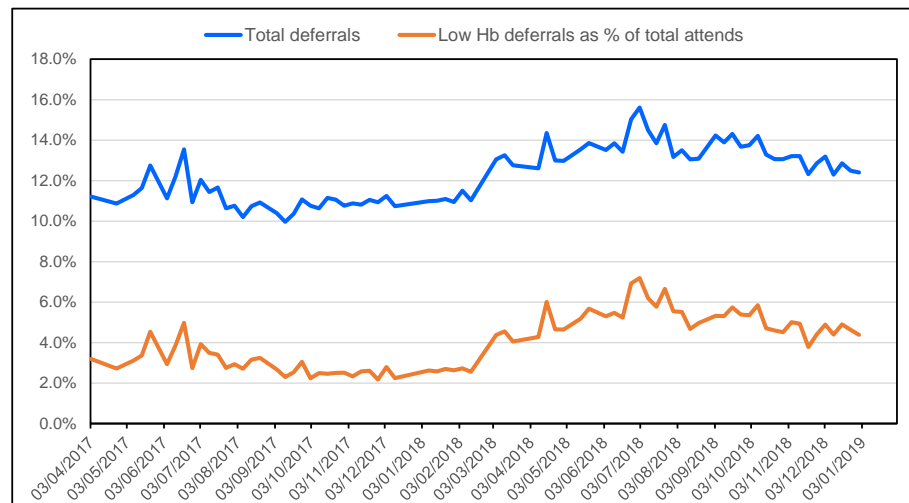
Monthly Performance Report - As at the end of December 2018

Blood Components - Session Performance and Productivity

25. % of actual collections vs. donors attending (excluding BH and snow weeks)

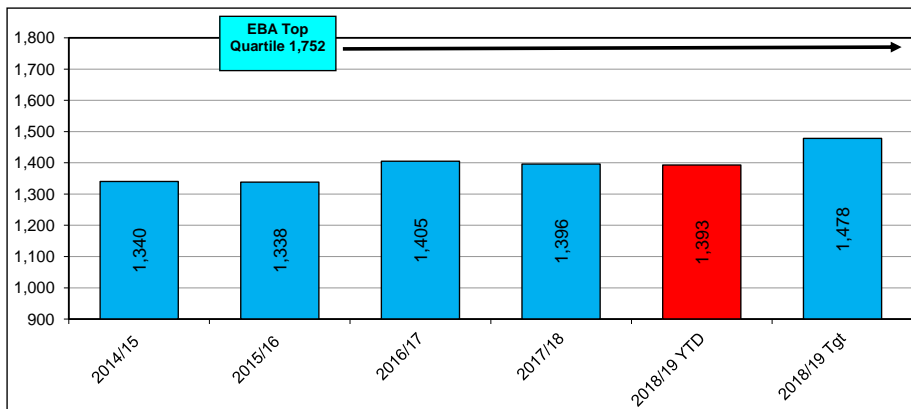


26. % deferrals (excluding BH and snow weeks)

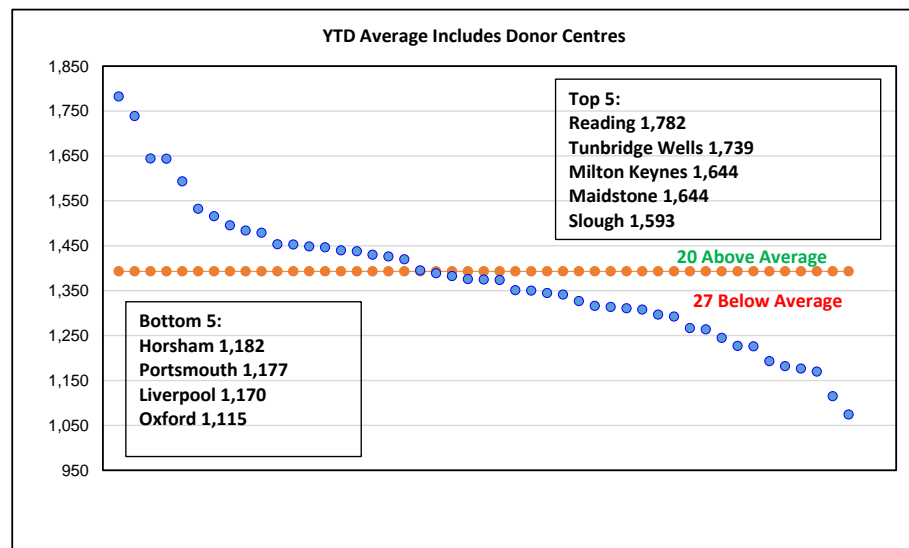


27. Blood Donation Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,470	1,478	1,393	R	Worse



28. Blood Donation Productivity Distribution Mobile Teams YTD

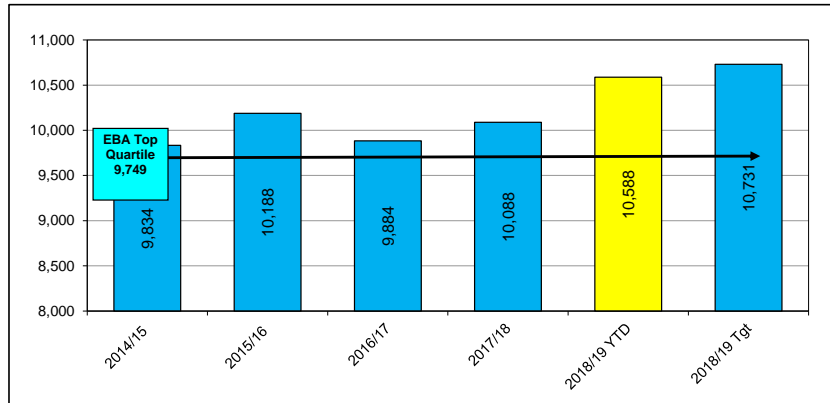


Monthly Performance Report - As at the end of December 2018

Blood Components - Processing and Testing Productivity and Overall Supply Chain Losses

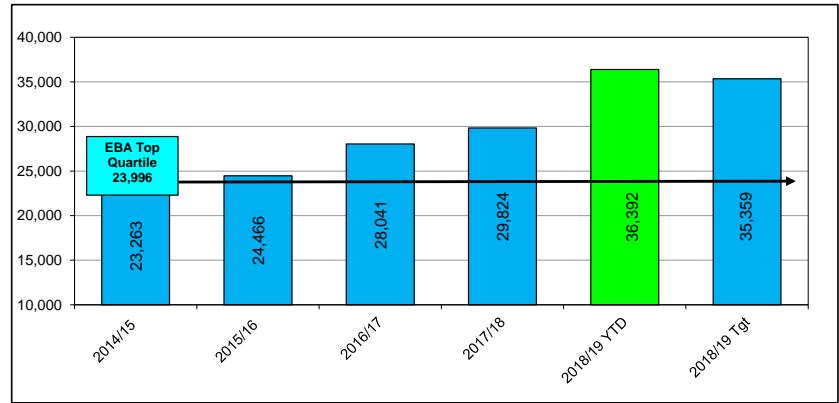
29. Processing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,610	10,731	10,588	A	-



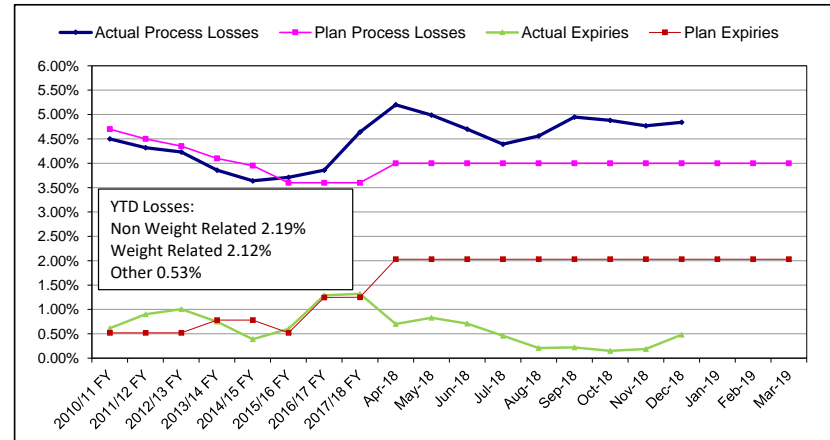
30. Testing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	34,950	35,359	36,392	G	-



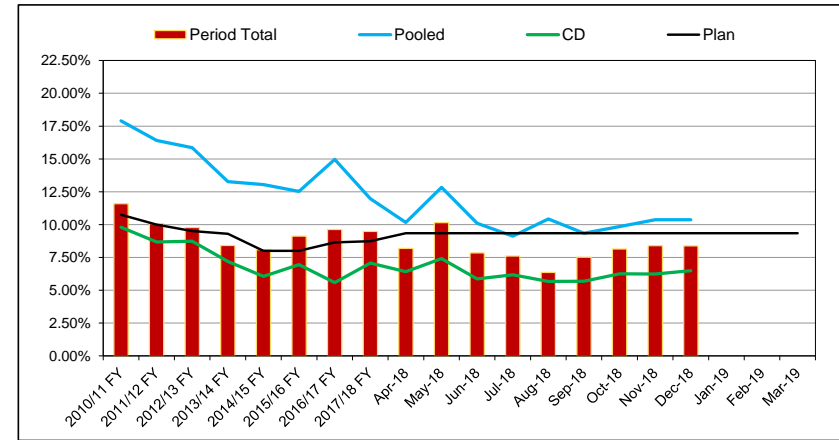
31. Percentage of Donations NOT Converted to Validated Red Cells and Expiries

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%	4.81%	R	-
Red Cell Expiries as % of Issuable Red Cells	2.03%	2.03%	0.44%	G	-



32. 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%	2.75%	G	-
Platelet Expiries	5.94%	5.94%	5.68%	G	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£76.7m)	G	-	£60.6m (vs plan of £57.7m).
		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 - £14.3m MAT	G	-	Better than plan at £11.02m (vs £10.2m) – Chart 33
		70% percent of customers scoring \geq 9/10 for satisfaction with TES	G	-	September 2018 – 85.7%
		98.0% of Product issued on time	G	-	99.5% vs plan of 98.0%
		Number of Corneas in stock (month end) – target 250	G	-	317 in stock at the end of December
	H&I	Sales Income achieved - £13.7 MAT	G	-	£10.4m vs plan of £10.2m – Chart 34
		% of patients receiving A or B1 platelets	G	-	Better than plan (75.3 vs 75%) - Chart 2.
		Time to type deceased organ donors	G	-	Reported monthly in arrears - at 84.2% vs target of 80%
		Turnaround time vs SLA	G	-	Better than plan at 97.0% (vs 95% target) – Chart 38
	RCI	Sales income achieved £16.7m MAT	G	-	£12.6m vs plan of £12.0m – Chart 34
		Sample turnaround time vs SLA (chart 37)	G	-	96.0% vs plan of 95.0% - Chart 37

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	CMT	Sales income achieved £11.8m MAT (incl. CBC)	A	Better	£9.10m vs plan of £9.15m – Chart 35
		CBC sales (£m's) – target £1.7m	G	-	Sales at £1.9m (vs £1.5m)–
		% of hospitals scoring \geq 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	Sales income achieved £9.8m MAT	G	-	Sales at £7.3m (vs £7.26m target) – Chart 35
		1,404 increase to Banked Cords TNC > 140	R	-	785 vs plan of 1,077 YTD.
		40% BAME Cord Blood units add to the bank	G	-	44% in the year to date (> 40).
		Issue 63 Cord Blood units	R	-	30 units issued in the year to date (vs plan of 48)
		Adult Donor Provisions (18/19 240)	R	Worse	171 in the YTD and below plan (180)
		Donors recruited to fit panel – 10k	R	-	11,686 vs plan of 12,400
	Therapeutic Apheresis Services	Sales income achieved £11.2m MAT	G	-	£8.5m vs plan of £7.5m – Chart 36
		70% of hospitals scoring \geq 9/10 for satisfaction	G	Better	74% vs 70% at September 2018
		90% of Patients rating patient experience \geq 9/10	G	-	December 2018 at 97% (vs 90%)

- DTS income is 5.0% higher than plan year to date resulting in an I&E surplus of £1.0m
- The forecast outturn is slightly lower at £0.7m, however, to reflect increased consumable spend in the event of a no deal Brexit. At a business unit level, all are making a positive contribution except for CMT (lower service income and cancelled ACT projects); H&I (lower overall service income - stem cell related / solid organ investigations); CBB (falling issues, combined with redundancy costs to re-scale collection teams).
- Sickiness absence in DTS overall was worse this month at 3.2%, although it continues to be much better than the NHSBT target (4%). IBGRL and TES were both at ca 6% in the month, however.

DTS Income by SBU – YTD Dec 2018	2018/19 Budget	2018/19 Income	2018/19 Variance	2017/18 Actual	Growth
Tissue & Eye Services	10.2	11.0	0.8	9.6	15%
TAS	7.5	8.5	0.9	7.2	17%
H&I	10.2	10.4	0.2	10.3	1%
RCI	12.0	12.6	0.5	11.7	7%
IBGRL & DD	1.1	1.6	0.5	0.9	77%
CMT	7.6	7.2	-0.4	7.6	-4%
CBC	1.5	1.9	0.3	1.0	85%
SCDT	7.3	7.3	0.1	7.6	-4%
Customer Services	0.1	0.1	0.0	0.1	-2%
Total (£m)	57.6	60.5	2.9	56.1	8%

- **Tissue and Eye Services** - income is 7.9% better than plan in the year to date and 14.9% higher than the previous year, with strong performance in ASE / AlloSE drops (+£407k), tendons (+£142k) and skin (+£296k) offset by adverse variances on DBM (-£95k) and processed bone (-£133k). Higher income is partially offset by an increase in expenditure, required to meet increased activity, resulting in a small surplus of £0.2m. Eye bank stocks were lower in December at 317 units. A standing order for 10 corneas a week from Moorfields is in place, which we are able to fulfil. We continue to work with the Freeman Hospital on a proposal to establish a facility to support the production of islets for autologous transplantation in Newcastle (involving a £0.5m investment in a clean room at NHSBT risk).
- **RCI** income was ahead of plan at December month end, with all service areas better than plan except for Antenatal Screening / MoD contract work, which are only marginally below plan. There is also a favourable position on expenditure resulting in a surplus contribution in the year to date of £0.6m. Sample turnaround times were better than plan in the month (99.5%) and are now marginally higher than plan in the year to date (95.6% vs 95%).
- **H&I** income continues to be 2% above plan and 1% higher than last year. Expenditure is running above plan, however, and is now generating a small I&E deficit of £0.2m in the year to date. Turnaround times continue to be better than plan (97% vs 95%). The provision of A and B1 matched platelets worsened in the month to 71%, and in the year to date is also now marginally worse than target (target 75%).
- **Stem Cell Donation & Transplantation** income is broadly level to plan in the year to date. There have been 30 cord issues in the year to date (vs 48 planned) with UK issues remaining 6 below plan (12 versus 18). As such, although marginally improved in the month, the trend continues to be highly adverse with the moving annual total for UK issues now at 12 (versus close to 40 in mid-2016) and International issues falling to 25 (versus 50 in late 2017). BAME cord donations banked are ahead of target year to date and reporting at 44% versus 40% planned. BBMR donors improved this month and are now 7 below plan in the year to date (171 vs 178) with the UK 29 behind plan and International 22 above plan.
- The outlook for SCDT is challenging in 2019/20, with CBB issues being revised downward to 20 International and 12 Domestic (in line with the current MAT) and BBMR provisions reduced to 120 International and 120 Domestic.
- **Cellular and Molecular Therapies** – service and ACT income for the year to date are worse than budget, although this is partially offset by CBC income which is better than plan. However, with expenditure worse than plan CMT, in total, is reporting a deficit of income and expenditure position for the year to date of £0.6m.

- **Therapeutic Apheresis Services** income was 12.2% ahead of target in the year to date, and 17.6% higher than the previous year, primarily due to strong performance on ECP (30% ahead of plan) and only partially offset by lower Stem Cell Harvest income (-28%). TAS is reporting a favourable contribution surplus of £0.4m. The patient experience survey was conducted in the 4-week period prior to Xmas. 228 surveys were issued (compared to 211 in 2017/18) and 189 surveys returned (compared to 170 in 2017/18). The resulting top box score for patient satisfaction in TAS for 2018/19 is 97%, equal to last year.
- **Filton ATU Inspection** – An internal inspection of the Filton ATU took place on 21st - 22nd November. The general state of compliance was found to be poor and did not meet the standard expected of a pharmaceutical GMP facility. There were numerous examples of failures to comply with the principles of GMP including; data integrity, training, the standard of cleanroom fixtures and fittings, reporting and trending of environmental monitoring data, documentation, record keeping and change management. The grading of individual findings (9 “others” and 2 “comments”) was influenced by the fact that there is currently no manufacturing activity taking place; it is likely that we could receive a number of “majors” if the MHRA found similar issues. QA are working with operational colleagues in CMT to draw-up a CAPA plan to address the specific findings raised during the inspection and to address the general lack of adherence to GMP. Progress against the plan will be tracked at a high level to provide assurance of our readiness for the MHRA inspection.
- **Overdue Events** – DTS overdue events continued to decline despite the holiday period. There were 22 overdue events in the current period compared to 25 in the previous month and only 1 event overdue by more than 30 days.
- **Quality Incidents** – there were 30 major events in December, a decrease from 42 reported last month, due to a decrease in the number of events reported by serum eye drops (15 to 0).
- SABREs – none reported in DTS this month.
- No critical or major non-compliances reported this 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	R	R	6.6	6.6	N/A	Jan 21	Oct 21
Automated Software Testing	Delivery	G	G	0.2	0.2	N/A	Jan 19	Feb 19
Automated Results Transfer	Start-Up	G	G	0.1	0.1	N/A	Jun 19	Jul 19
Moorfields Eye Hospital Collaboration	Start-Up	G	G	0.1	0.1	N/A	TBC	Jun 21

Red projects:

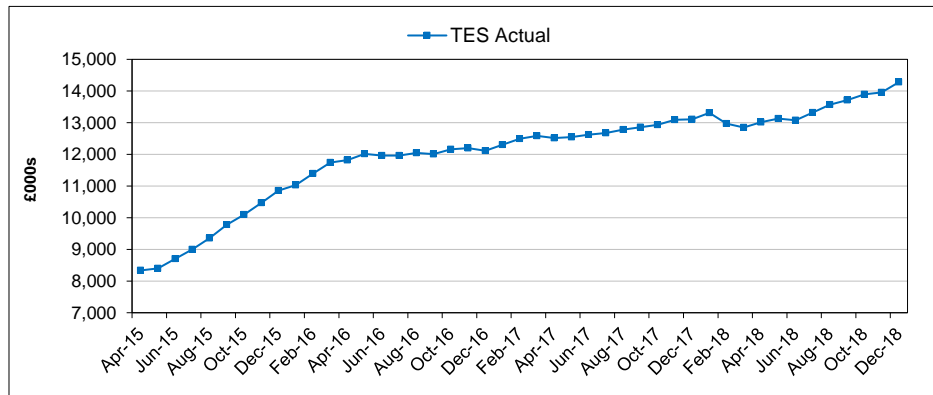
The CBC / Filton extension is at red status due to the anticipated costs and timetable being significantly worse than the OBC. The DBC (with the GMP) is due to come to the Board in May 2019.

Monthly Performance Report - As at the end of December 2018

Diagnostic and Therapeutic Services - Income

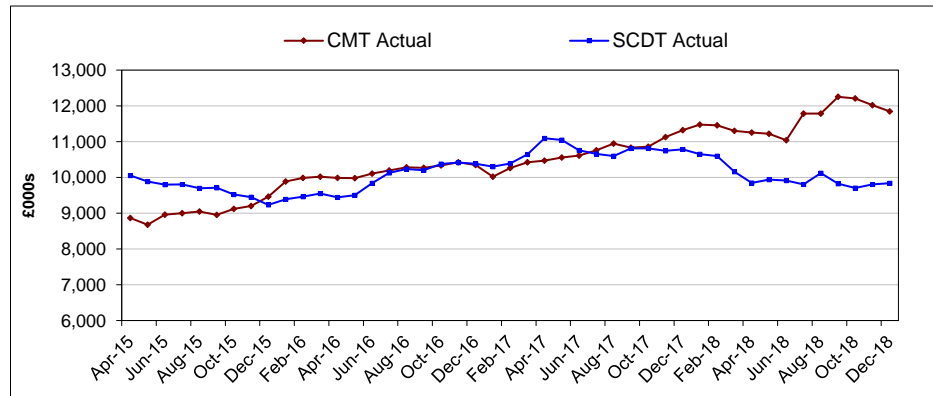
33. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	13.733	10.211	11.022	G	-



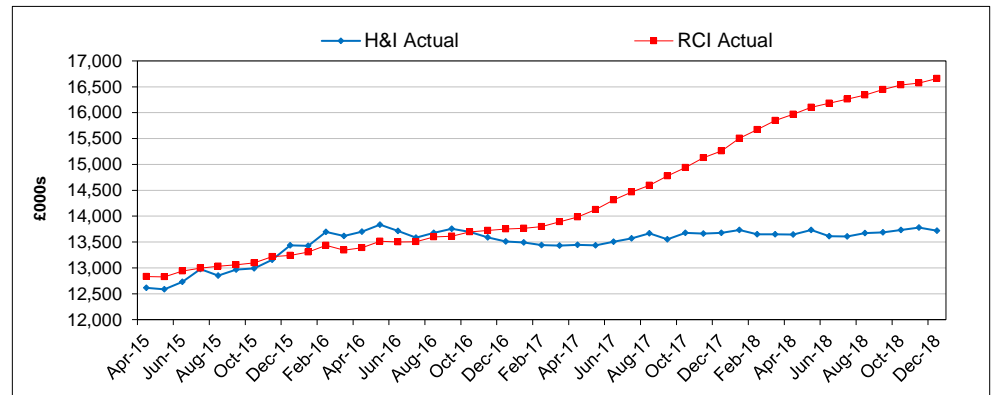
35. Stem Cells - SCDT/CMT Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT (incl CBC)	12.294	9.147	9.101	A	Better
Income (£m's) - SCDT	9.724	7.259	7.318	G	-



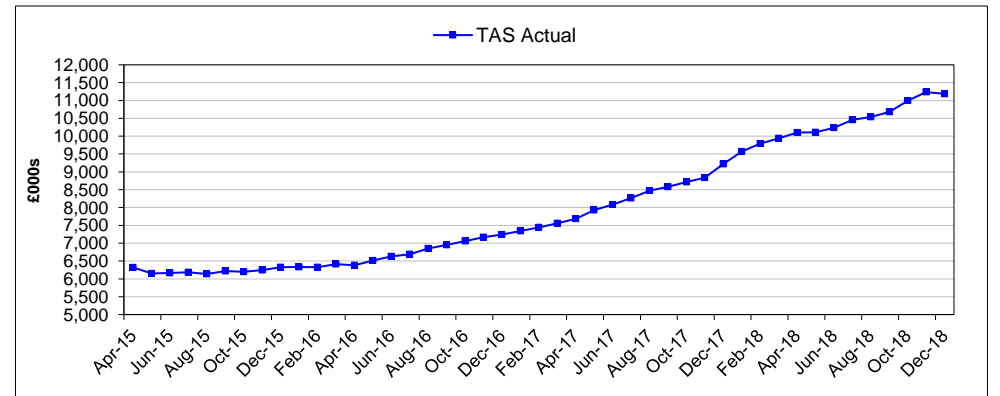
34. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	16.010	12.017	12.551	G	-
Income (£m's) - H&I	13.628	10.234	10.390	G	-



36. Therapeutic Apheresis Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	10.048	7.546	8.457	G	-

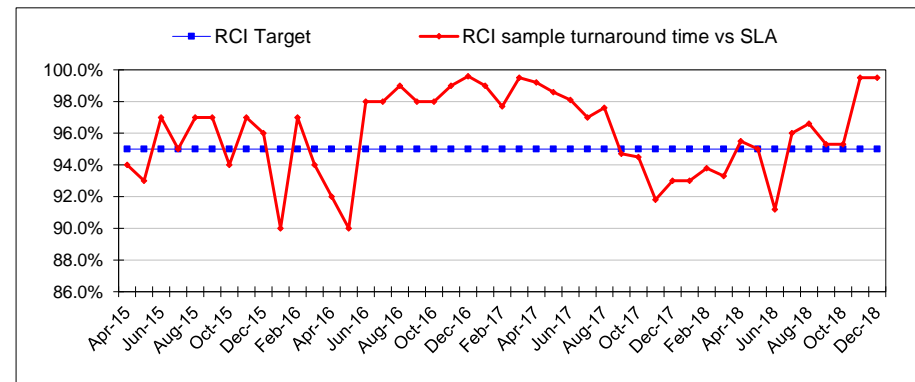


Monthly Performance Report - As at the end of December 2018

Diagnostic and Therapeutic Services - Customer service and safety

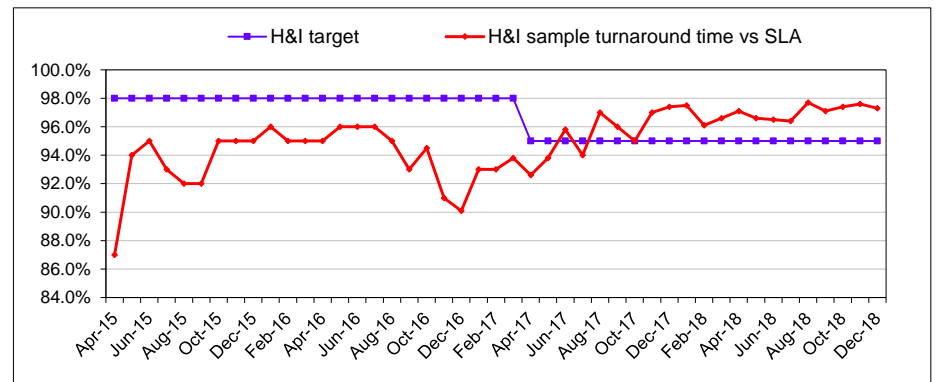
37. Turnaround Time vs SLA (RCI)

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



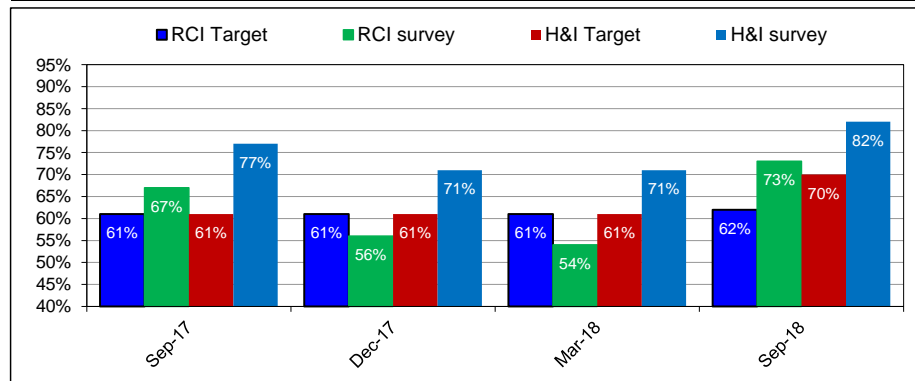
38. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	95.0%	95.0%	97.1%	G	-

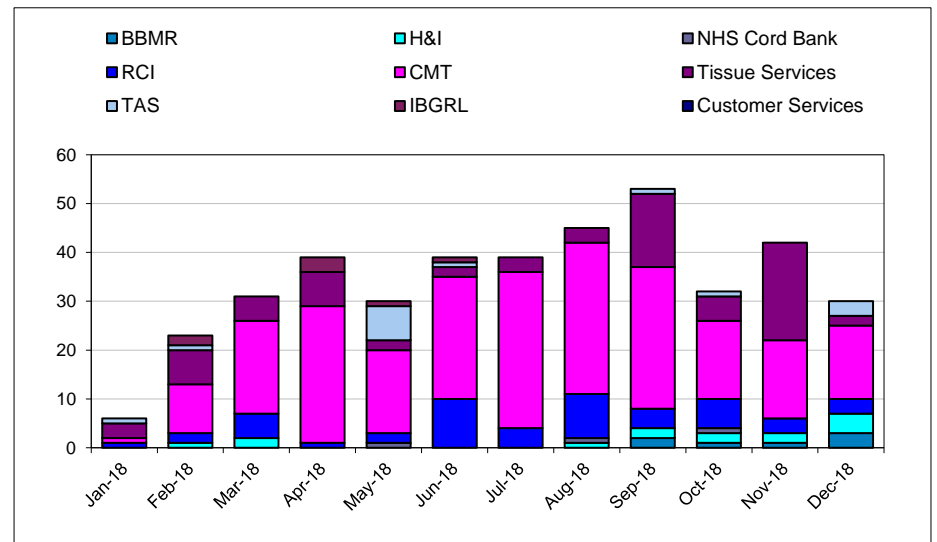


39. Hospital Satisfaction

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%	62%	73%	G	-
Percent of hospitals scoring \geq 9/10 for satisfaction with H&I - RCI	61%	62%	82%	G	-



40. Major QI's raised per month - DTS

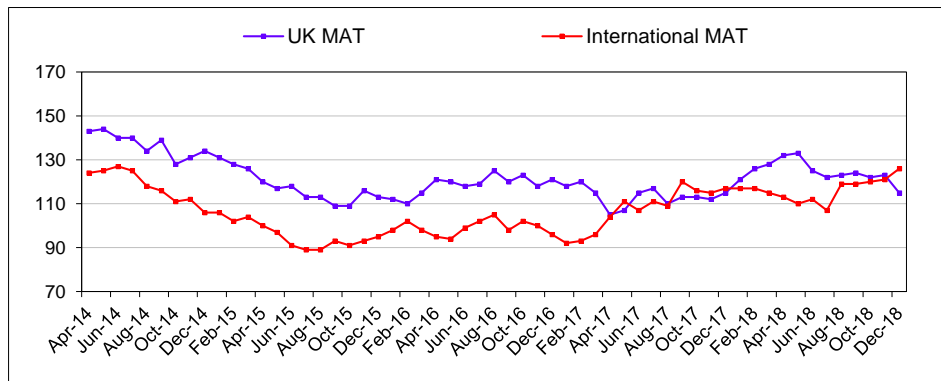


Monthly Performance Report - As at the end of December 2018

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

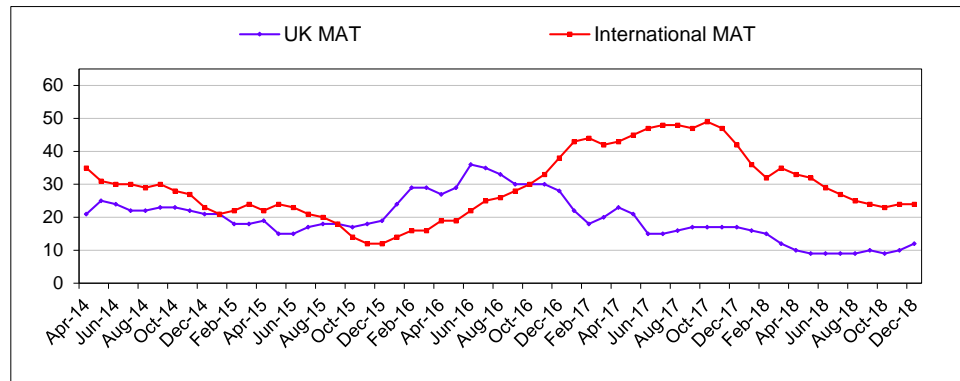
41. Adult donor provisions : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions (total)	240	180	171	R	-

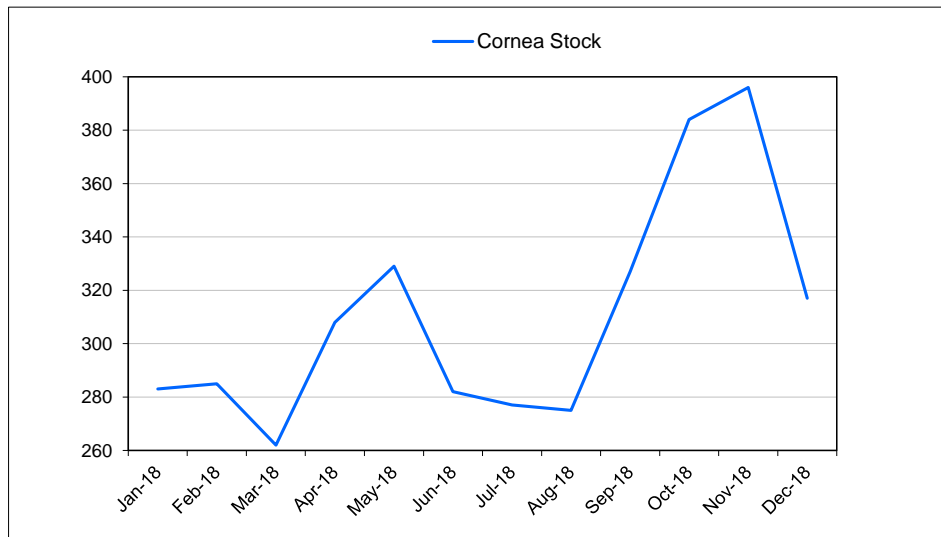


42. Issue of cord blood units : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued (total)	63	45	30	R	-

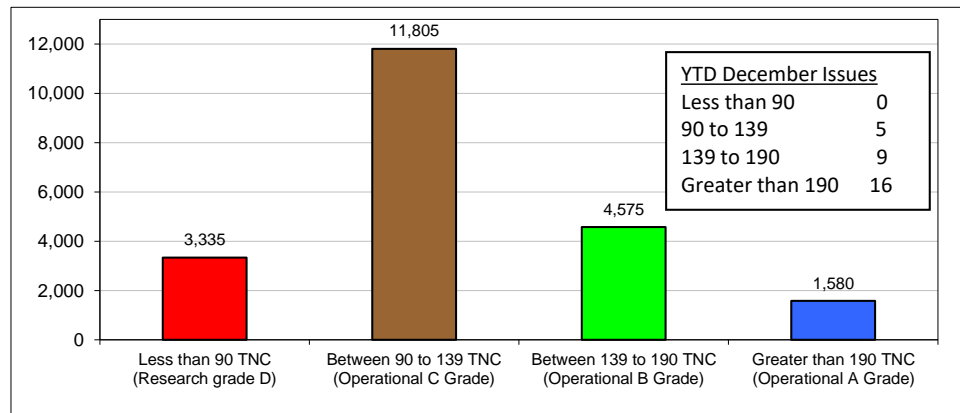


43. Suitable Cornea Donations - Cornea stocks



44. 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)	19,510	18,691	17,879	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	R	-	67.0% in December vs plan of 75% - chart 47.
		Increase % Consent/Authorisation rate – DBD	A	-	72.9% in December and behind plan (vs 78%).
		Increase % Consent/Authorisation rate - DCD	R	-	61.8% and behind plan (vs 72.0%).
		Deceased donors - 2018/19 target – 1632	R	-	December at 1,173 vs target of 1,224 – chart 45.
		Deceased Organ Donors per million population – 2018/19 target – 24.3	G	-	Q3 – 24.6m vs plan 24.5m. Next report Q4 2018/19.
		Number of Living donors 2017/18 (1,392) – reported one month in arrears	R	-	Below target at 694 (vs 1016) – chart 48.
		Living Donors per million population – 21.0 per/m	R	-	September 2018 - 15.7m vs plan 21.0m (update January).
		Organ Transplants – Deceased (4,548)	R	-	2,916 in December vs plan of 3,411 – chart 46.
		Deceased Organ Transplants per million population - 2018/19 target – 66.5	A	-	Q3 at 61.7m vs plan 68.4m. Next report Q4 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 - target £16.4k	G	-	December at £16.3k. Next update March 2019.

- There were 125 deceased donors in December, resulting in 1,173 donors year to date, 4% lower than target, but 4% better than last year. Within this total the number of DCD donors is flat over last year but DBD is 7% higher.
- For the remaining 3 months of 2018/19 401 donors are needed to match last year, equating to an average of 134 per month. Versus the TOT2020 target of 1,632 deceased donors, 459 will be needed, equating to an average of 153 per month for the remaining 3 months.
- The DBD referral rate remains stable at 99% as does the DCD referral rate of 93% (albeit 4 percentage points higher than the same nine months last year). Year to date there have been 298 missed referral opportunities, 212 fewer than the same period last year, equating to a reduction of 42%.
- The DBD SNOD presence rate remains at 95% year to date. The DCD SNOD presence rate is 88% year to date, 3 pp higher than the same nine months last year. Year to date there have been 211 occasions where a SNOD was not present for the formal organ donation discussion, 49 fewer than the same period last year, equating to a reduction of 19%. There were just 15 occasions in December (the joint lowest month so far).

- Although the overall consent rate, at 67% year to date, is 2 pp higher than the same period last year, it has now been flat for the last 5 quarters. The DBD consent rate is 73% year to date, equivalent with the same period last year. The DCD consent rate is 62% year to date, 3 pp higher than the same nine months last year but the trend is flat.
- In the year to date there have been 50 opt-in overrides, 12 fewer than the same period last year, equating to a reduction of 19%.
- 2,916 patients have received a deceased donor transplant in the year to date, 28 more than the same nine months last year (+1%), but 495 less than the TOT2020 target (-14.5%). The MAT has been declining since April 2018 and, although the decline was less pronounced in December, the number of donors and transplants in January is likely to be much lower than the record levels seen in January last year. As such there is a high risk that the number of deceased transplants in 2018/19 will be lower than the previous year. The driver for the lower level of transplanted organs per donor in 2018/19 is as yet unclear but suggests that transplant capacity may be constrained.
- Living Donors (reported one month in arrears) were 32% lower than target for year to date November 2018.
- In the first 9 months of the year there were nearly one million new opt-in registrations, with this figure expected to increase once registrations through Government channels have been validated. There was a slight increase in the % of registrants from the BAME community where ethnicity was reported in December 2018.
- Absence increased in December (3.6%), in line with the seasonal norm for NHSBT as a whole. Absence is slightly more biased towards short term absence at 2.11%.
- Turnover has increased slightly for December (11.3%) however is still within target range. There were no unplanned IT system disruptions in December.

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	A	A	2.7 ⁽ⁱ⁾ / (0.6)	N/A	N/A	Mar 20	Mar 20
iPad Replacement	Initiation	R	A	0.3	0.3	N/A	Oct 18	Feb 19
NHS App / Organ Donation Register	Initiation	A	A	TBC	1.0	N/A	TBC	Aug 19

Red projects: iPad replacement is unable to roll out until technical issues with synchronisation are resolved.

Although the ODT hub is at amber status, there is an increasing risk of it moving to red due to sufficient capacity and capability required in IT to deliver the increasing complexity of the ODT Hub solution.

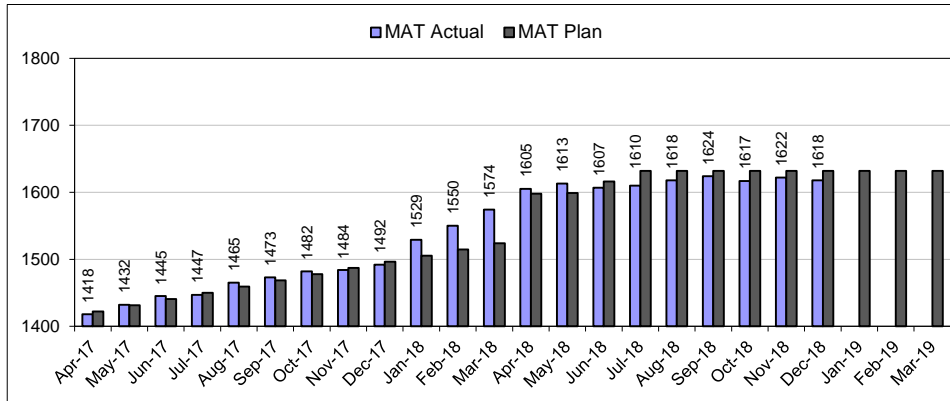
Notes: i) This is the non-recurring figure for 2018/19, Underspend on non-recurrent costs of £24k. Recurring figure in brackets.

Monthly Performance Report - As at the end of December 2018

Organ Donation and Transplant - Outcomes

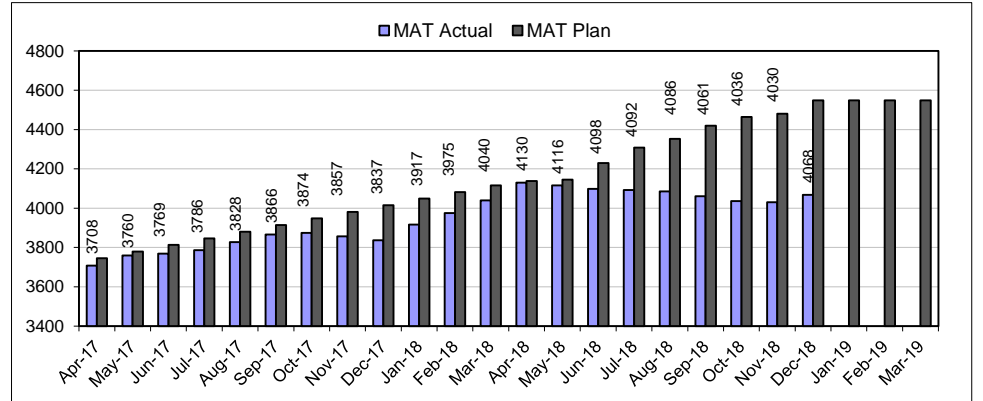
45. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1,632	1,224	1,173	R	-



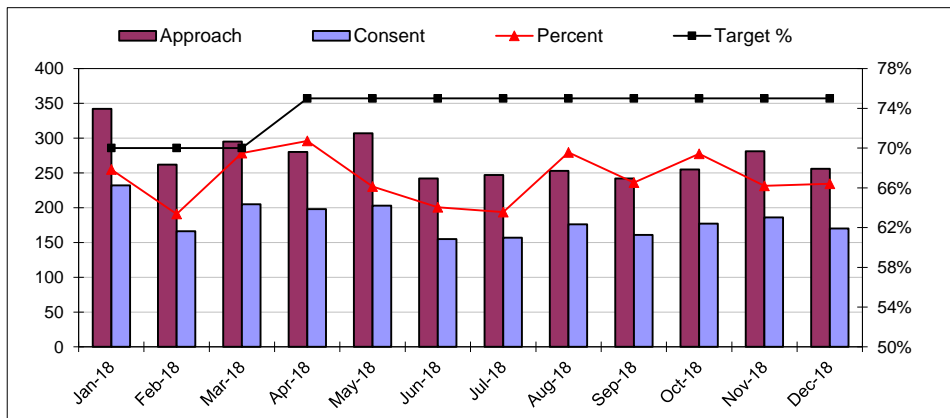
46. MAT number of Deceased Donor Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	4,548	3,411	2,916	R	-



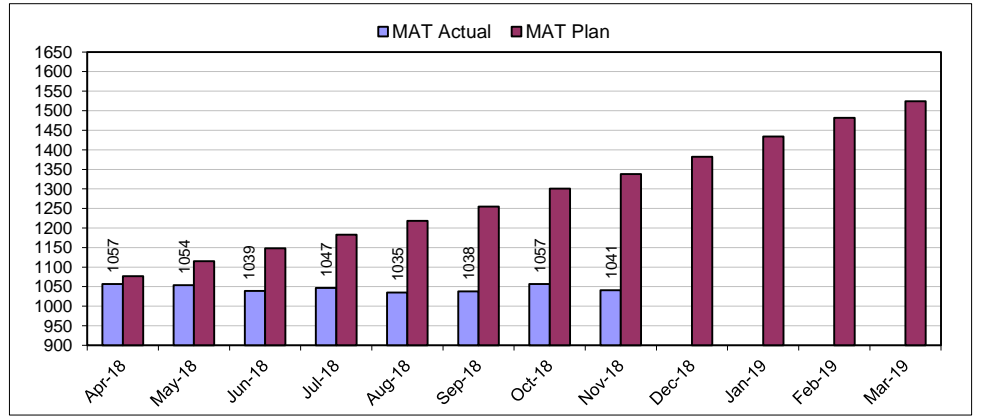
47. Consent / Authorisation rate (DBD & DCD)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Consent/Authorisation rate (%)	75.0%	75.0%	67.0%	R	-



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

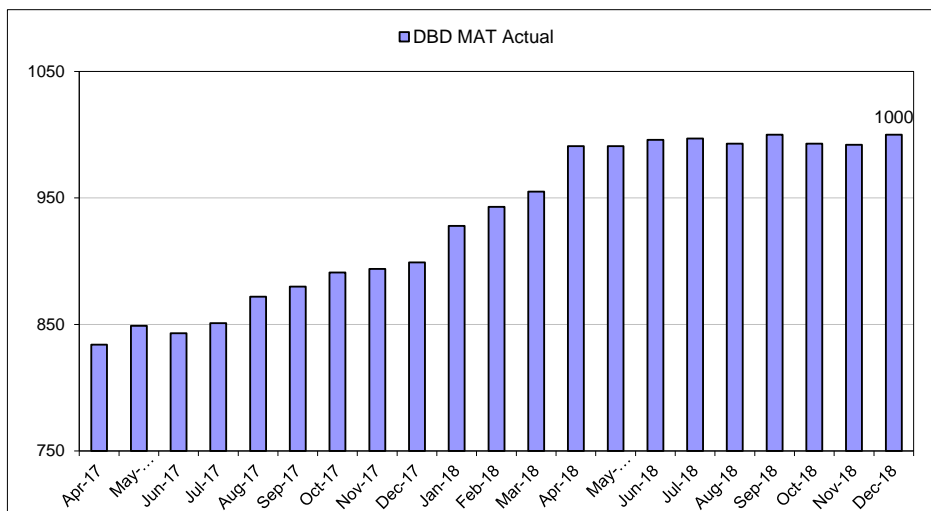
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1,524	1,016	694	R	-



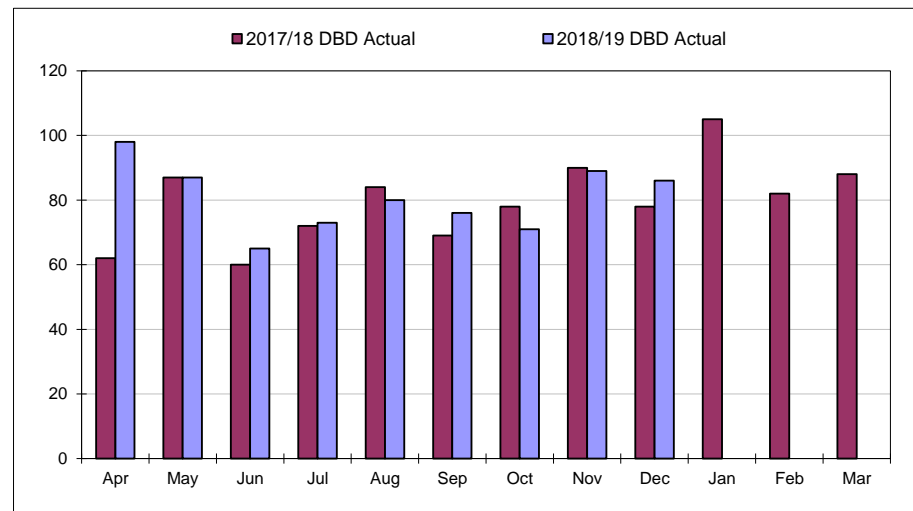
Monthly Performance Report - As at the end of December 2018

Organ Donation and Transplant - DBD Activity

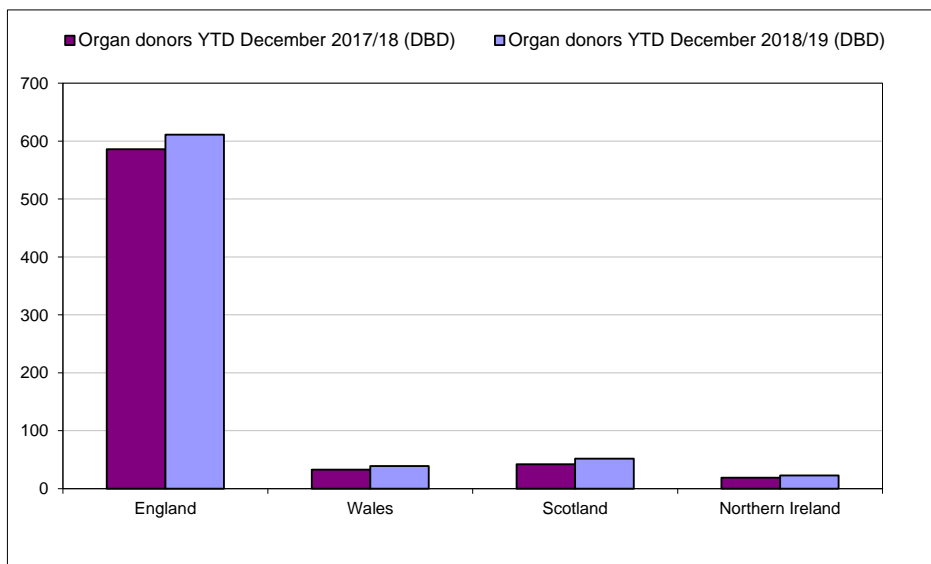
49. MAT number of Deceased Organ Donors (DBD)



50. Deceased Organ Donors - Monthly (DBD)

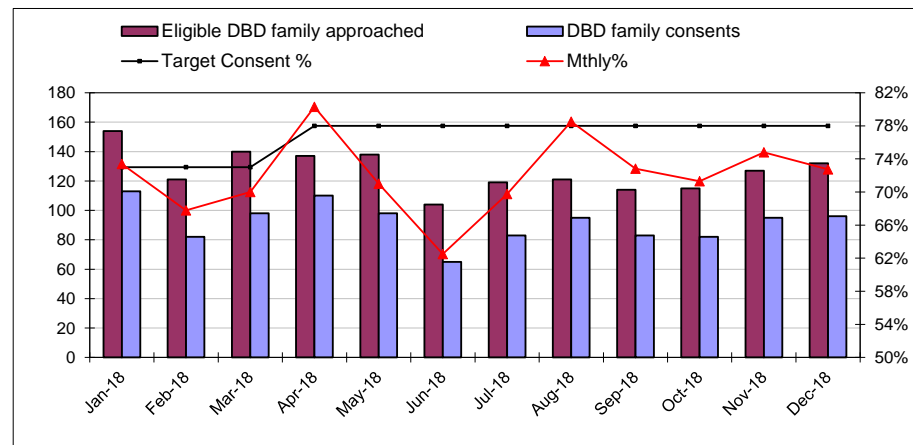


51. Deceased Organ Donors - By Nation (DBD)



52. Consent/Authorisation rate (DBD) per month

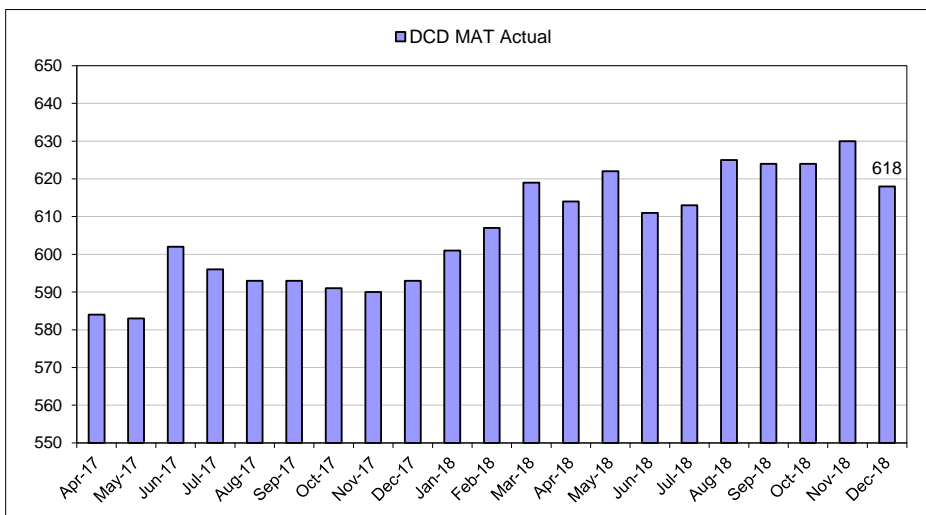
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DBD Consent/Authorisation rate (%)	78.0%	78.0%	72.9%	R	Worse



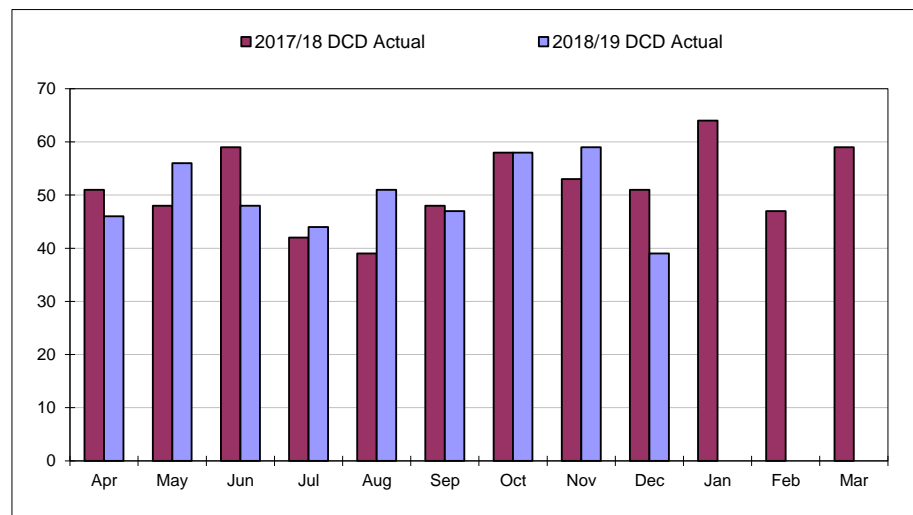
Monthly Performance Report - As at the end of December 2018

Organ Donation and Transplant - DCD Activity

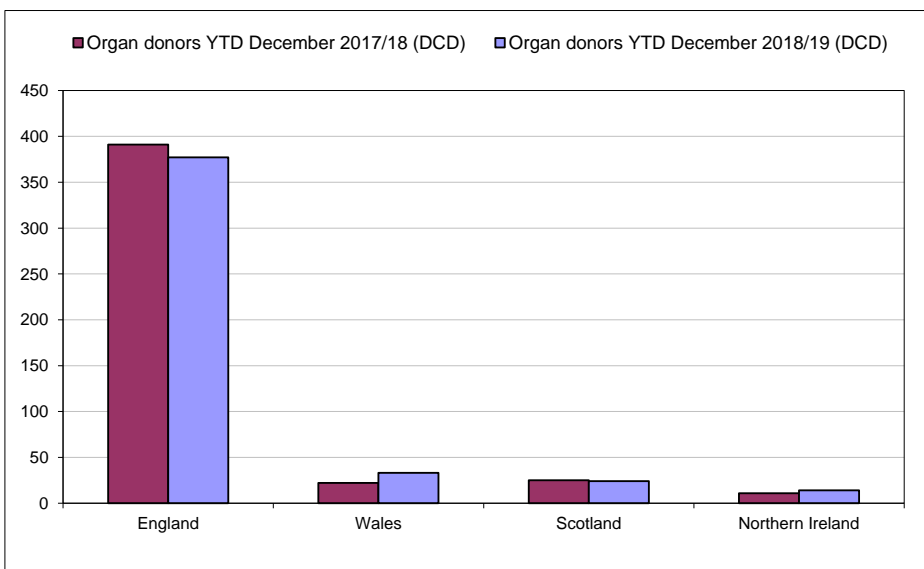
53. MAT number of Deceased Organ Donors (DCD)



54. Deceased Organ Donors - Monthly (DCD)

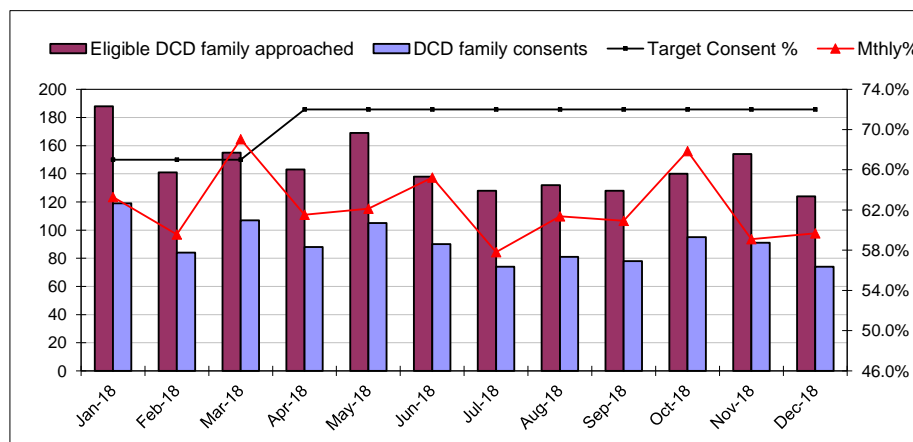


55. Deceased Organ Donors - By Nation (DCD)



56. Consent/Authorisation rate (DCD) per month

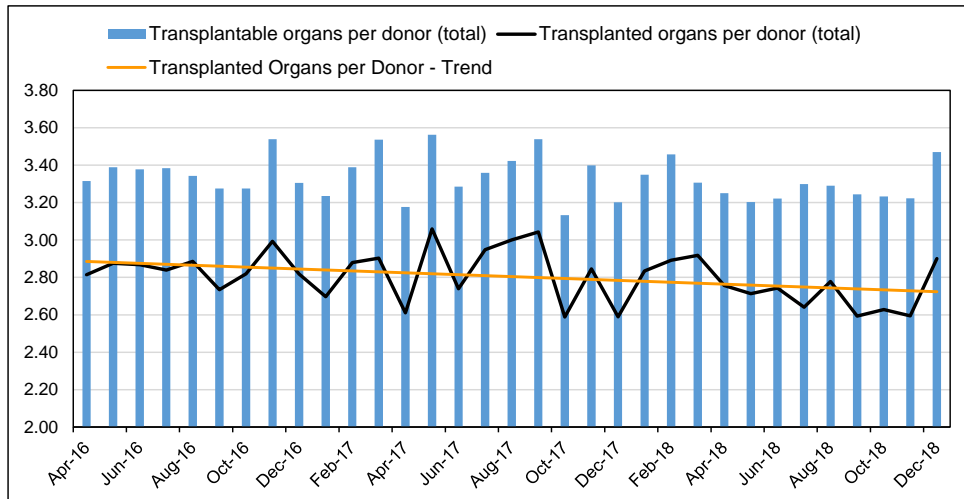
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DCD Consent/Authorisation rate (%)	72.0%	72.0%	61.8%	R	-



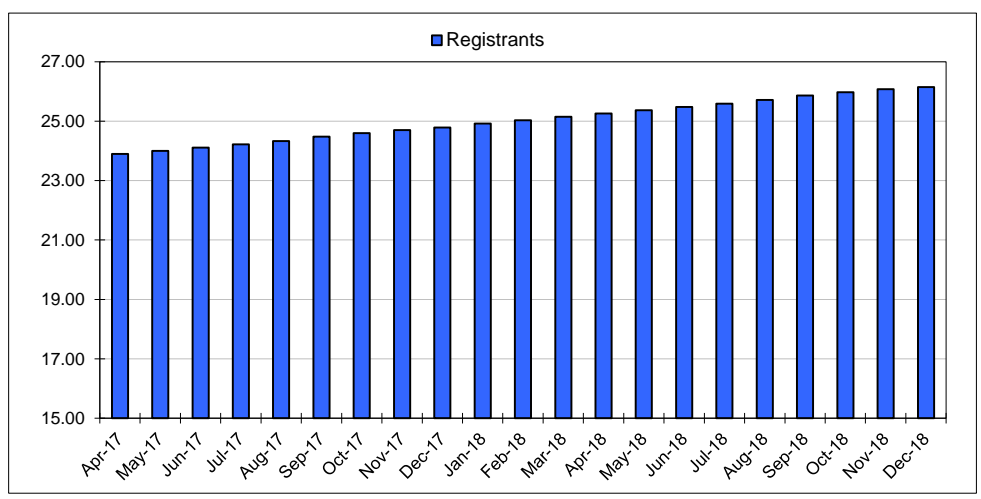
Monthly Performance Report - As at the end of December 2018

Organ Donation and Transplant - Consent / ODR

57. Transplantable v Transplanted Organs per Donor

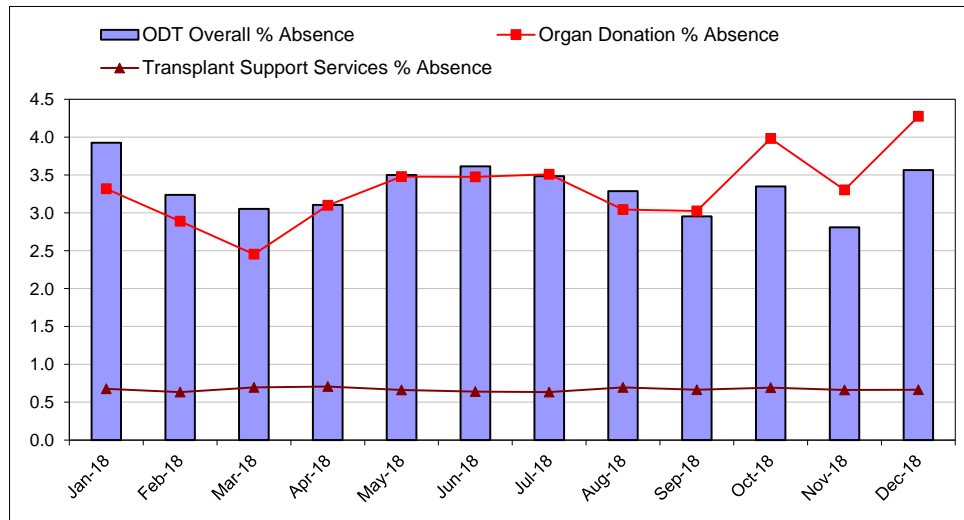


58. Number of people registered on the ODR (Opt-Ins)

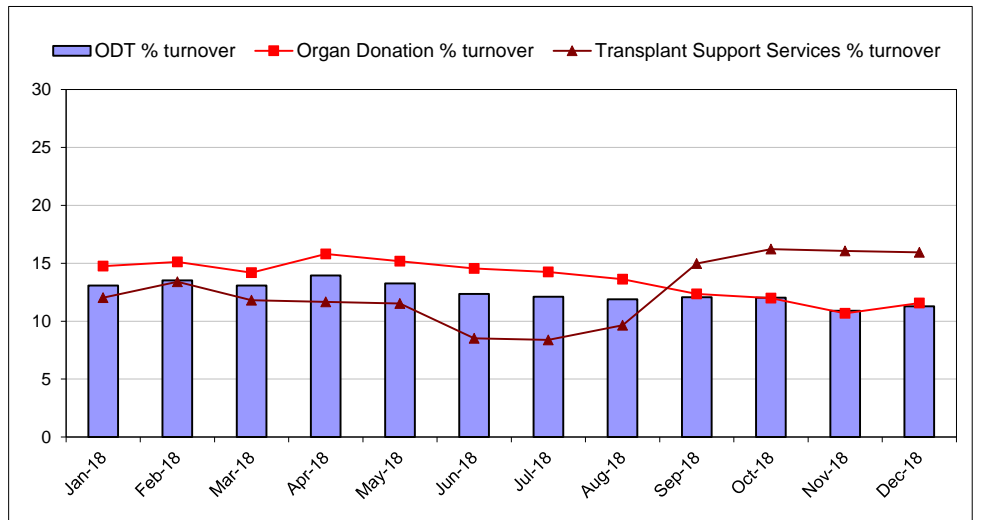


Organ Donation and Transplant - Absence/Turnover

59. ODT Absence rate (%)



60. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
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NHSBT Corporate	<p>Sickness absence was lower at 3.60% in the month, and is 3.64% year to date (versus the 4% target)</p> <p>Health & Safety – the incidence rate (12 months to November 2018) for all work-related lost time is 1.2 (increase of 0.1 from last month).</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	Closure	G	A	1.1	1.1	N/A	Dec 18	Jan 19
Barnsley Project (Leeds Sheffield)	Delivery	A	A	20.2	20.2	1.1	Jan 21	Jan 21
Exchange On-Line Migration	Delivery	A	A	0.7	0.7	N/A	Feb 19	Feb 19
General Data Protection Regulations	Delivery	A	R	0.1	0.1	N/A	N/A	Mar 19
Site Server Replacement	Initiation	A	A	0.1	0.1	N/A	Mar 19	Mar 19
Telephony Upgrade	Delivery	G	A	0.9	0.9	N/A	Sep 19	Sep 19
Hematos Upgrade of Technology	Delivery	G	G	N/A	N/A	N/A	Jul 19	Jul 19
Brexit No Deal Response	Start-Up	A	A	N/A	N/A	N/A	N/A	Mar 19
Medical Device Regulatory Implementation	Start-Up	G	G	N/A	N/A	N/A	N/A	Mar 19
Domain Controller Project	Start-Up	G	G	0.1	0.1	N/A	N/A	Jun 19

Red projects:

GDPR – resource now recruited but the Data Protection by Design work stream will continue to report red until a plan can be confirmed to deliver an internally developed data protection impact assessment (DPIA) by March 2019. There is an ongoing risk to the organisation and project until a replacement Senior Information Risk Owner (SIRO) and Data Protection Officer (DPO) has been named.

Monthly Performance Report - As at the end of December 2018

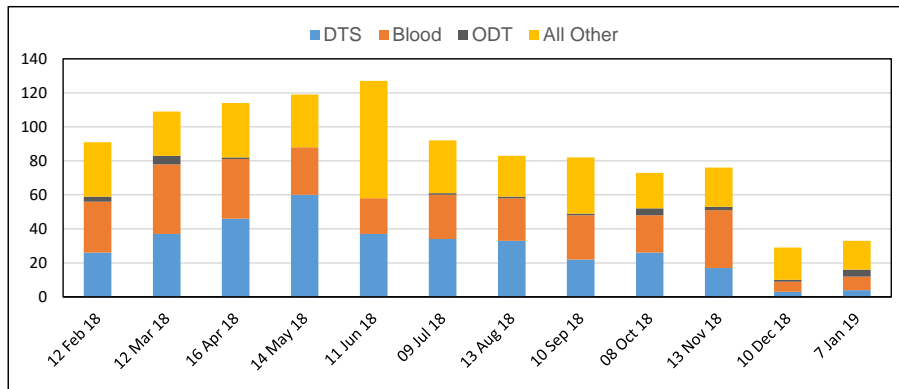
NHSBT Corporate - ICT / Workforce

61. IT system performance

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

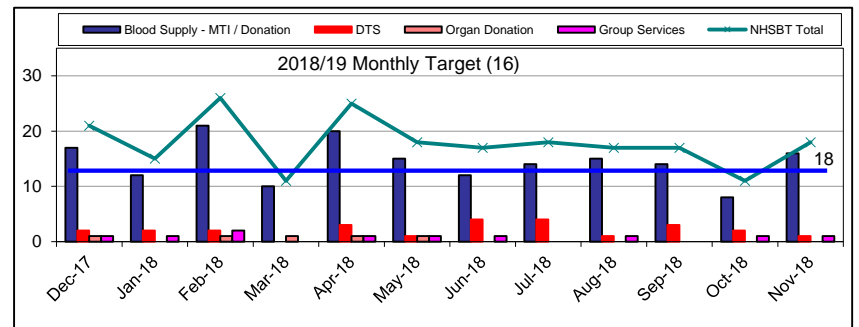
63. Quality System >30 days Overdue Items

Directorate (as at 10 Dec)	Documents	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
BD	1	4	0	1	0	6
DTS	1	3	0	0	0	4
ICT	2	2	0	3	1	8
M&L	0	0	0	1	1	2
All Other	0	7	0	3	3	13
Total	4	16	0	8	5	33

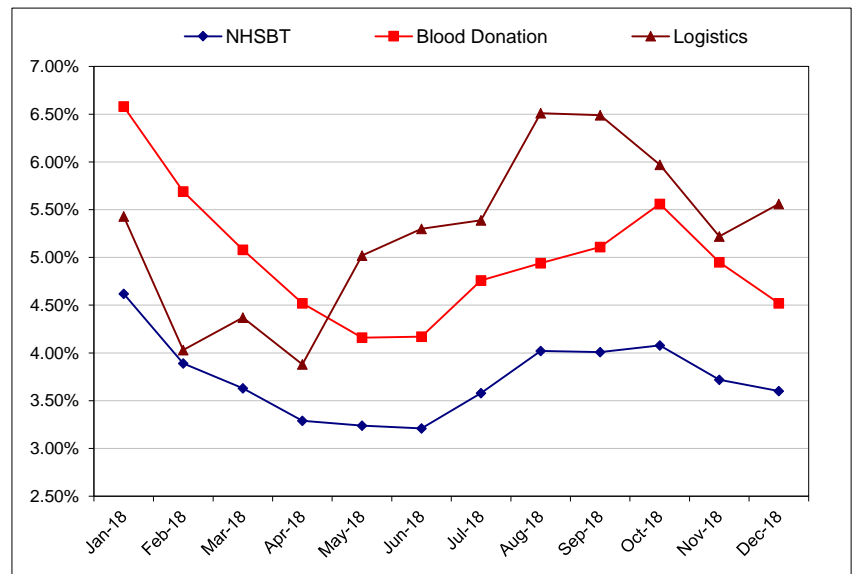


62. Health and Safety - Accident Reporting (one month in arrears).

H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly	Level 1-3 Period
Blood Donation	<=13	12	<=9	12
M&L	<=4	7	<=3	4
DTS/SpS	<=1	1	<=2	1
Organ Donation	0	0	<=1	0
Group Services	0	2	<=1	1
NHSBT	<=18	22	<=16	18



64. Sickness Absence



Risk Management Summary – Pentana Performance System as at 9 January 2019

Summary of residual organisational risks- 9 January 2019					
Certain 5		1	1		
Likely 4		1	3	2	
Possible 3		2	12	18	4
Unlikely 2		5	7	5	9
Rare 1	2	2	1	5	2
<div style="display: flex; justify-content: space-between;"> <div style="width: 15%;">Likelihood</div> <div style="width: 15%;">Insignificant 1</div> <div style="width: 15%;">Minor 2</div> <div style="width: 15%;">Moderate 3</div> <div style="width: 15%;">Major 4</div> <div style="width: 15%;">Catastrophic 5</div> </div>					
Impact					

The main changes recorded since the previous report are:

- The number of P1 risks with a high residual risk score (≥ 15) has decreased this month, from 8 to 7.
- Risk BD-05 (previously P1 risk) has had the residual score reduced from 15 down to 12. This reduction is based on the reduction of a contributory risks at an operational level.
- There are no new risks added to the register this month.
- Risk BD-07, has been removed from the Divisional level register and transferred to the Blood Operational register (BD-OP52)
- Movement in residual scores – x 2. BD-06 (There is a risk that there may be a negative impact on Blood Donation BAU from external factors) increased from residual 4 up to 10. HR-14 (Loss of HR /payroll systems) reduced from a residual score 10 down to 4.

Risk Code	Risk Description	Residual Risk Score	Target Risk Score
BD-05	BD products and services may be disrupted by a failure of IT systems or infrastructure. Residual score: Impact 3 x Likelihood 5. Target score: Impact 5 x Likelihood 1. Actions to fully achieve target in place, due 31 December 2018.	15	5
X-Fin-006	Implementing a new material blood safety measure or intervention in-year could delay other plans with a consequential impact on targets and milestones. Residual score: Impact 5 x Likelihood 3. Target score: Impact 3 x Likelihood 3. Actions to achieve target in place, March 2019.	15	9
X-Fin-011	DH impose a targeted reduction to NHSBT central revenue/capital funding, resulting in an increase to current cost improvement plans, and or impacting on funding levels to support ODT Strategy / NHSBT Residual score: Impact 5 x Likelihood 3. Target score: Impact 3 x Likelihood 3. Actions to achieve target in place, March 2019.	15	9
X-Fin-020	Increased competition from other providers and Tissue Banks and or substitutes, adversely impacting demand from hospitals, reducing TES growth plans. Residual score: Impact 4 x Likelihood 4. Target score: Impact 3 x Likelihood 3. Actions to achieve target in place.	16	9
X-Fin-022	NHSBT cost reduction plans below the target level, required to maintain support to the 2019-24 strategic plan / red cell price target - impacting on future financial and business plans. Residual score: Impact 4 x Likelihood 4. Target score: Impact 3 x Likelihood 3. Actions to achieve target in place, due March 2019.	16	9
X-Fin-024	Red cell demand below plan; breaches the demand reduction reserve (DRR 2%) / budgeted demand level (1.360m - 2019/20) - resulting in lost contribution in-year – potential short fall in both NHSBTs income & expenditure and cash flow position. Residual score: Impact 3 x Likelihood 5. Target score: Impact 3 x Likelihood 3. Actions to achieve target in place, due March 2019.	15	9
X-Fin-039	Reduction to demand for Frozen products (overall income £16m), with hospitals substituting NHSBT MB products with those of an alternative supplier (Octapharma). In the longer term there is also the potential risk of Cryoprecipitate being replaced/substituted by Fibrinogen (alternative supplier), resulting in a short fall in both NHSBTs income & expenditure and cash flow position. Residual score: Impact 5 x Likelihood 3. Target score: Impact 4 x Likelihood 3. Actions to achieve target in place, due March 2019.	15	12
ODT-003	There is a risk that ODT is unable to facilitate organ donation and transplantation caused by peak activity; risk adverse behaviour or resource constraints resulting in lower levels of transplantation. Residual score: Impact 5 x Likelihood 3. Target score: Impact 4 x Likelihood 3. Actions to achieve target in place, due March 2019.	15	12

CHANGES TO THE RISK ENVIRONMENT

The above provides a summary of the current status of risks as captured by the Pentana system (dated 13 December 2018).

Potentially catastrophic but very low probability risks continue to be:

Product and service safety. The key control mitigating the risk to product safety is the NHSBT's Quality Management System with further overall control over product and service safety provided by the CARE process. Management of donor iron levels are an increasing risk to blood donation.

Business continuity i.e. the inability to supply in case of the loss of a key facility (primarily Filton, Speke), users being unable to access critical IT systems (e.g. Pulse, Hematos etc) or critical consumables become unavailable. The risk to supply that is represented by Pulse will increase over time as its constituent components age. The risk to consumables supply is rising on the back of Brexit.

Transcription error. Manual, paper-based and verbal processes continue to exist in NHSBT, especially within reference testing laboratories and in the duty office within organ donation and transplant. These are mitigated by appropriate manual control checks. Risk is decreasing on the back of new systems (ODT Hub, SPiCE reporting of diagnostics results etc).

Sufficiency (Blood). Inability to supply through not deploying sufficient or effective capacity to meet NHS demand, and/or not anticipating demand/supply trends. This is mitigated through appropriate supply and demand planning, scrutiny of changes to capacity and maintaining appropriate resilience. Risk is currently increasing due to

- the ongoing growth of R₀ demand and an inability to match demand with growth in appropriate donors
- the impact of donor iron management (e.g. ferritin testing).
- the impact of opt-out on the NCC and potential distraction to blood collection (new risk)
- the impact of SaBTO decisions re plasma, that centres for paid plasma donation appear in the UK, resulting in lower numbers of whole blood donors (new risk).

Financial risk applies differently to Blood/DTS and ODT:

Risk in ODT relates to funding provided by the four UK governments and it being sufficient to enable delivery of strategic targets. This is presently increasing given underlying increases in capacity costs, the uncertain nature of the cost and duration of the ODT Hub programme and potential reductions in funding.

Blood and DTS risk relates to the willingness of the NHS to accept the prices proposed by NHSBT. In Blood this is increasing due to ongoing demand reduction, rapidly increasing costs in blood donation and a limited number of efficiency projects in the pipeline.

Transformation risk exists in the ability of NHSBT to safely execute planned changes and the distraction to the safe delivery of business as usual. The risk profile is currently changing due to:

The halting of CSM in Blood (lower risk) and the implementation of the LRP project (higher risk)

ODT Hub facing a period of greater change management challenges and the impact of the need to support DHSC with the introduction of Opt-Out in England.

A large, emerging programme of critical IT infrastructure renewal and change.

Strategic (execution) risk at a UK health system level primarily applies in respect of stem cells i.e.

The adverse trend in cord blood issues versus expectations of the UK Stem Cell Strategy.

Inability to develop the capability and deliver outcomes in Advanced Cell Therapies and hence support for early stage clinical trials in the UK (CBC project and Barnsley).