

NHSBT Board – January 2019

Performance Discussion

Period 09 (December) 2018

• BLOOD

- At target stock levels through December and January
- Collection performance good / projections positive
- Demand for O neg has been high (watching at this stage)

• ODT

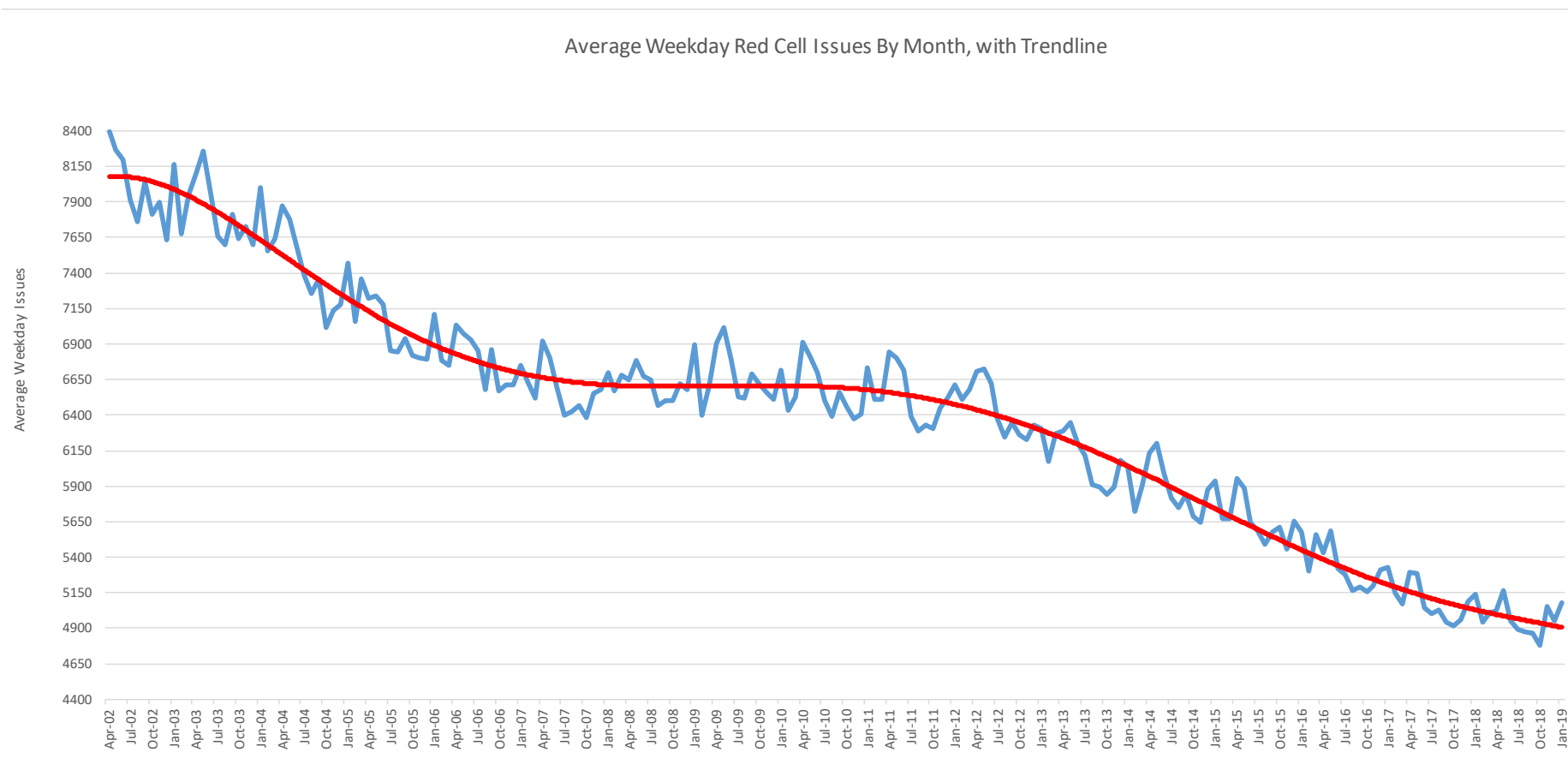
- MAT is flat (donors) and declining (transplants)
- Trend will be exacerbated in January (versus record activity last year)
- Finances quickly getting tighter (funding for AfC not certain)
- Risk re Opt Out accountabilities and funding (in England)

• DTS

- Ongoing growth in activity and income
- Slight pick up in cord blood issues.....but remains highly adverse
- ACT under performing (offset by positive CBC performance)

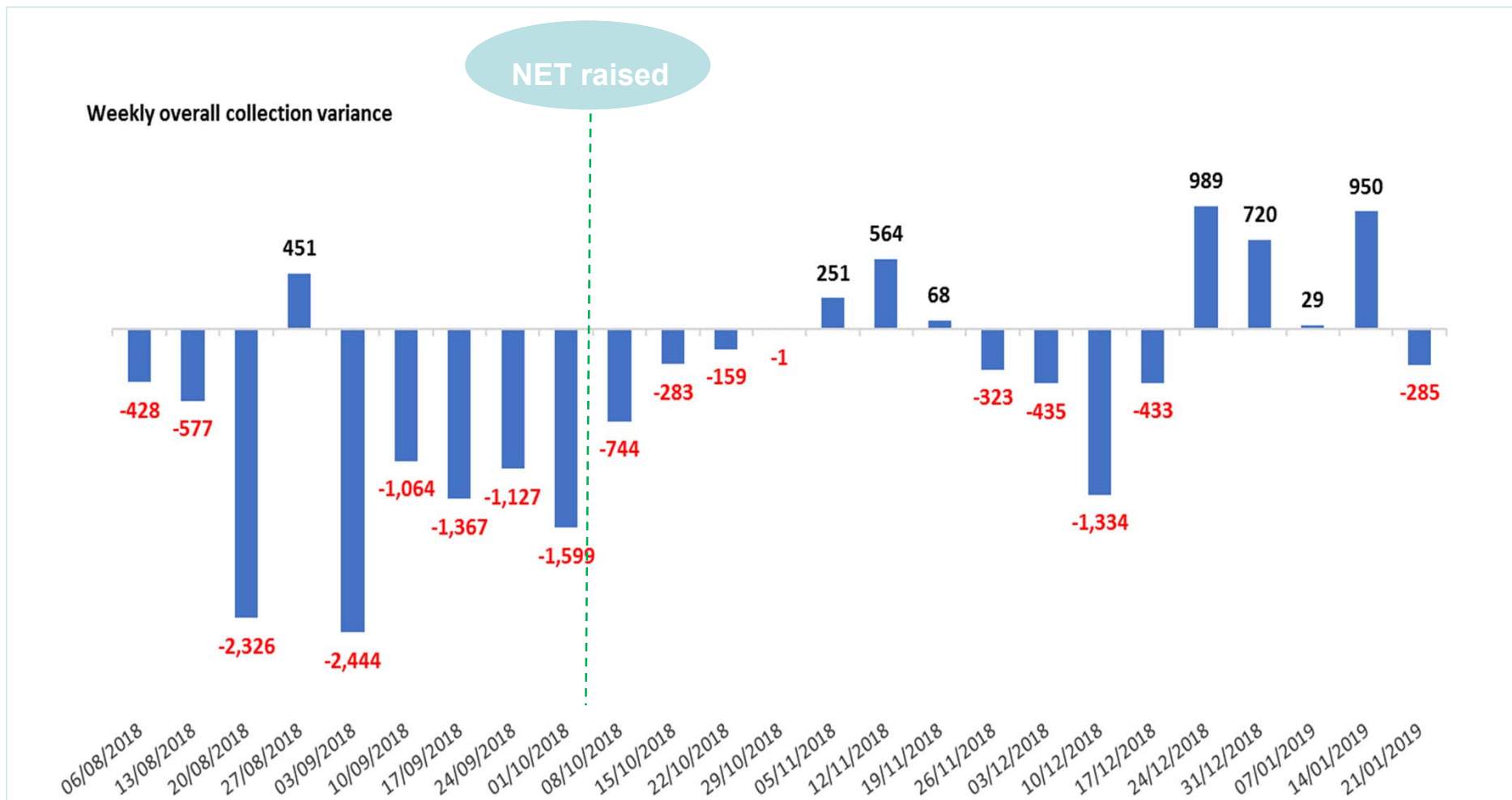
Demand

December demand in line with forecast
January demand running above forecast



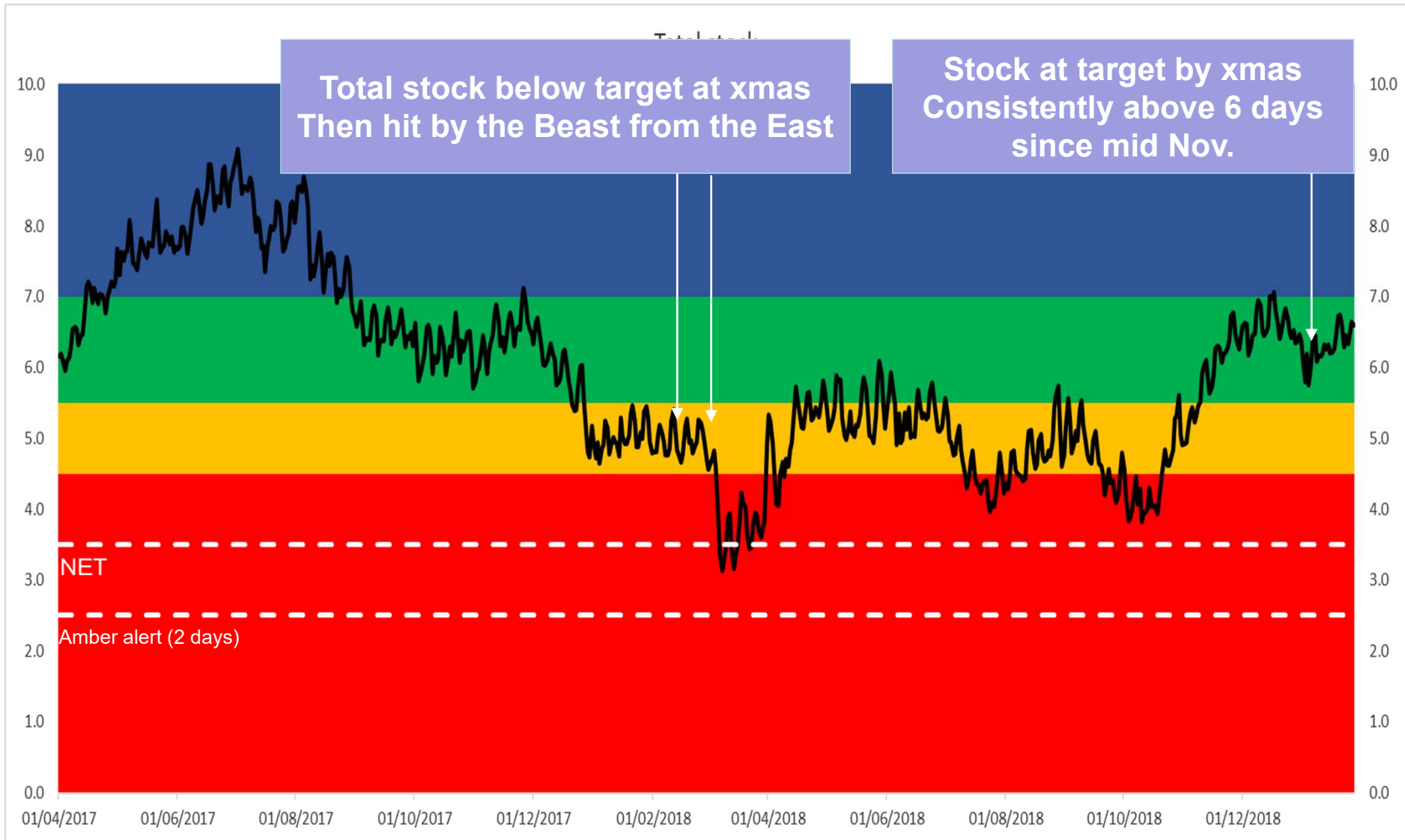
- Very high variability in work day issues 4,500 – 5,500 (4,555- 5,457 in Jan)
- High variability in average work day issues by month (but declining)
- Trend line varies with latest data points

Weekly collection variance from BP



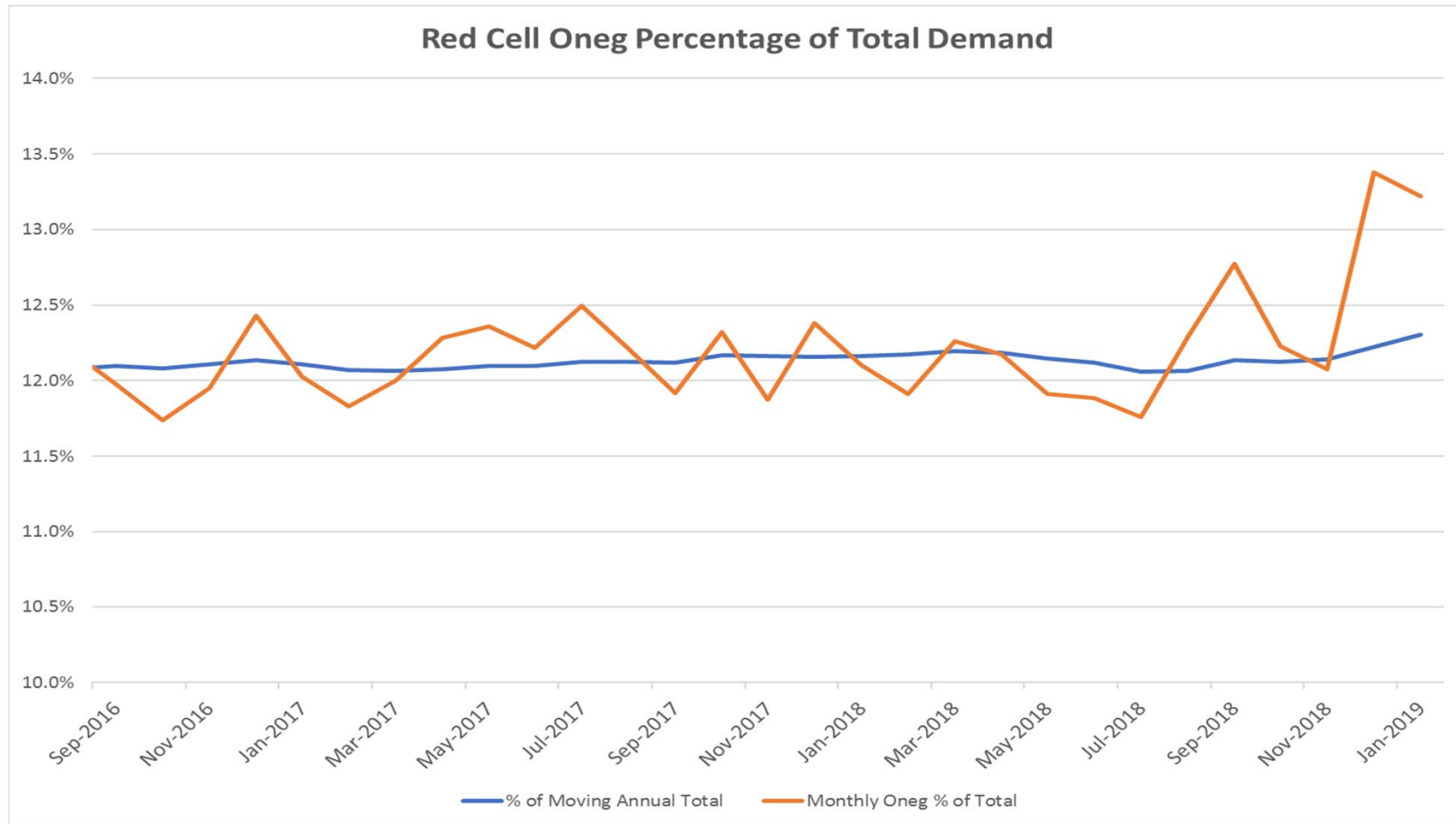
- Collections were below plan for most of December
- But exceeded plan by c1,000 in Christmas week
- In January (up to 27/01) collections are 2,100 above the plan (+1.9%)

Overall stock position (to 27th January 2019)



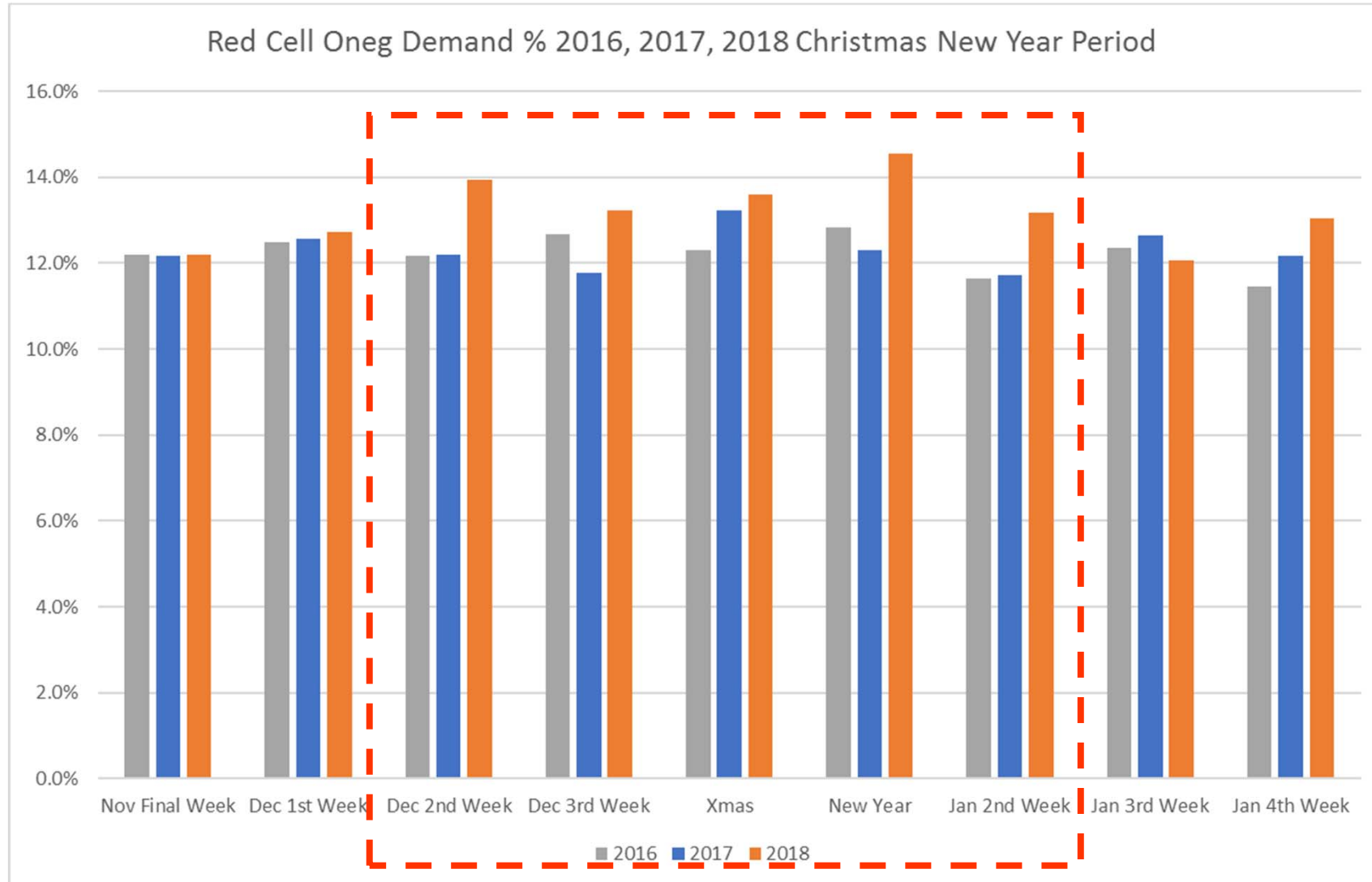
- Projections imply we will stay at green through Q4

Red Cell O neg monthly demand – as % of total



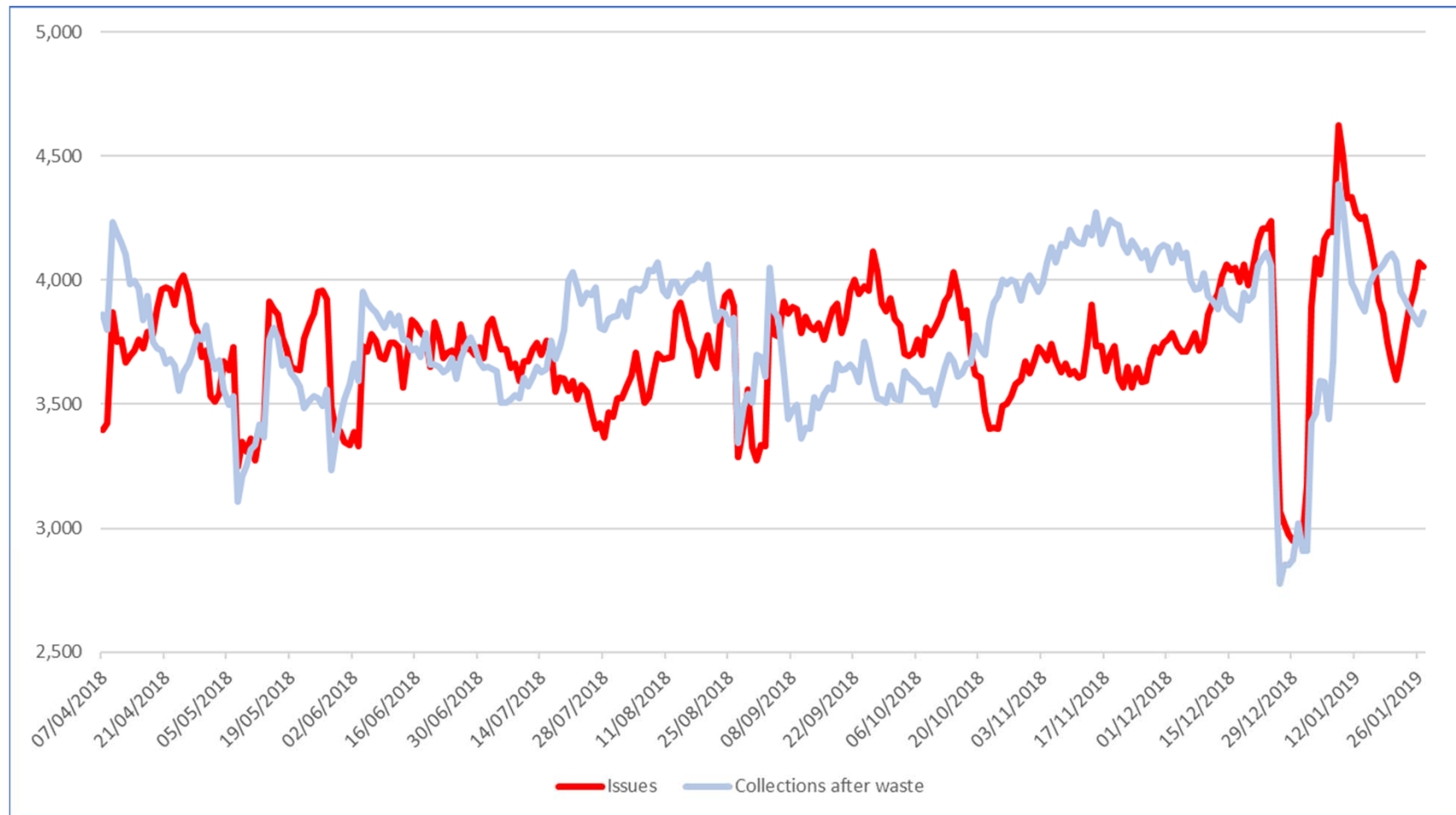
- Sharp rise in December to c13.4% - continued into January at 13.2% (as of 27/01/19).
- As a % of total demand, this is the highest level since August 2016

Red Cell O neg weekly demand - % total



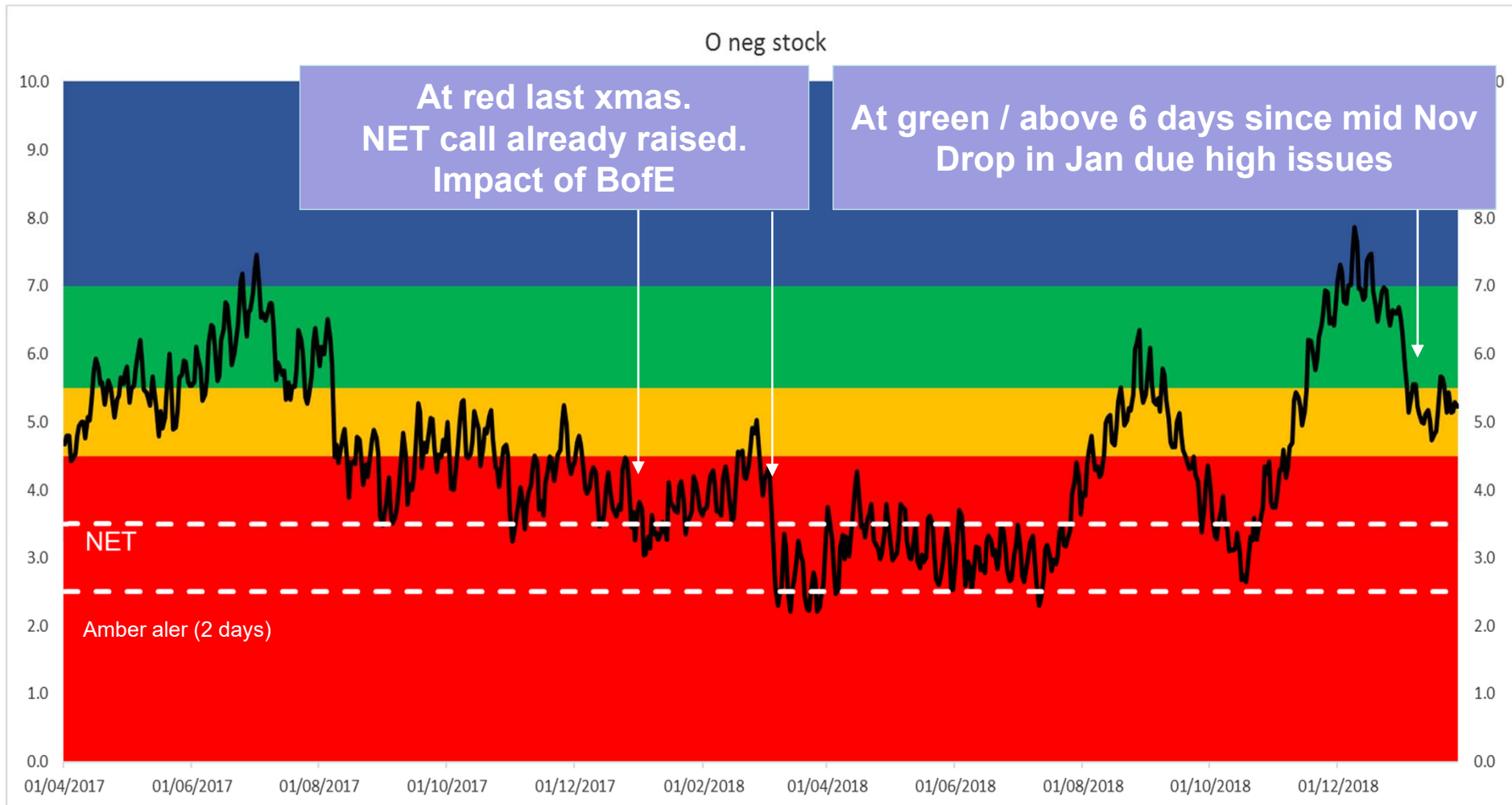
- Increased demand as a % from the 2nd week of December
- Continued into early January
- Demand closer to historical levels in 3rd week January but up again last week

O neg actual collections vs. issues - weekly MAT



- O neg collections minus waste at av. 3,900 per week during January and +5.8% to plan
- Issues increased in H2 December / H1 January to c4,000 per week
- Dropped to below c4,000 per week in the second half of January

O neg stock position (to 27th January 2019)



- Stock increased to a high of 7.9 days on 9th Dec
- Before falling back to 5.5 days after the New Year
- Now dropped to amber band – but has stabilised / continue to monitor

Stock forecast next 10 days (28/01/2019)

Demand to forecast and collections to booked appointments



Blood and Transplant

Date	A-	A+	B-	B+	O-	O+	AB-	AB+	Total
28/01/2019	8.5	6.5	6.2	7.5	5.5	6.7	7.0	7.4	6.7
29/01/2019	8.3	6.4	6.0	7.3	5.3	6.6	6.9	7.2	6.5
30/01/2019	8.3	6.4	6.1	7.3	5.4	6.6	7.1	7.3	6.6
31/01/2019	8.4	6.4	6.1	7.3	5.5	6.6	7.1	7.3	6.6
01/02/2019	8.6	6.6	6.4	7.4	5.8	6.8	7.3	7.5	6.8
02/02/2019	8.9	6.9	6.8	7.7	6.1	7.1	7.7	7.8	7.1
03/02/2019	8.9	6.9	6.8	7.7	6.2	7.1	7.9	7.8	7.1
04/02/2019	8.9	6.9	6.8	7.7	6.2	7.1	7.9	7.7	7.1
05/02/2019	8.8	6.7	6.7	7.4	5.9	6.8	7.6	7.4	6.9
06/02/2019	8.8	6.7	6.9	7.5	6.0	6.9	7.7	7.5	6.9

- O neg stock forecast to remain in the amber until end of January
- Recovers to green band from start February (subject to demand being at forecast)
- Overall stock expected to remain consistently above 6 days.

Good progress – satisfaction & complaints

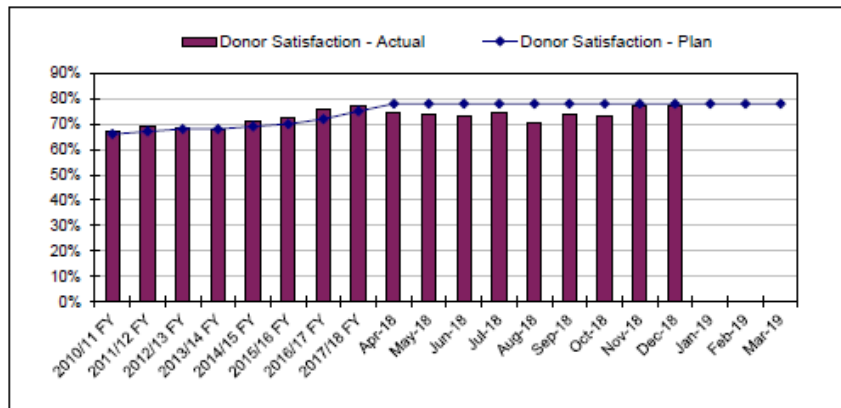
Ongoing progress with the focus on reactivation



Blood and Transplant

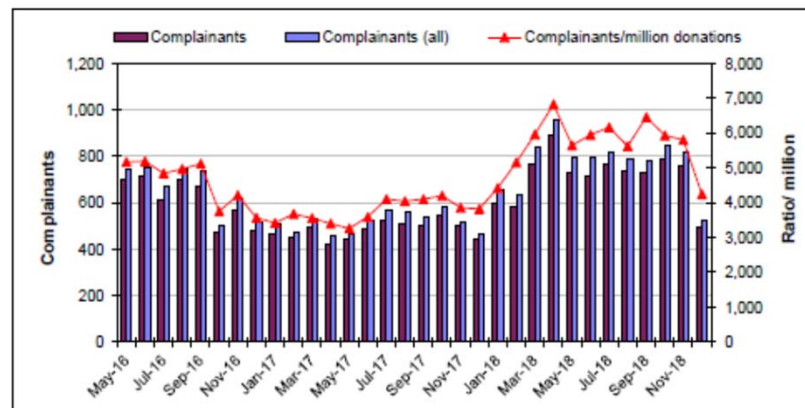
11. Donor Satisfaction

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	-



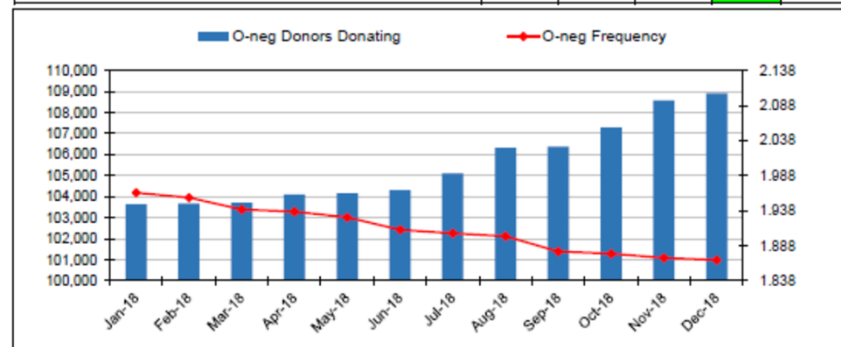
12. Donor Complaints

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	-

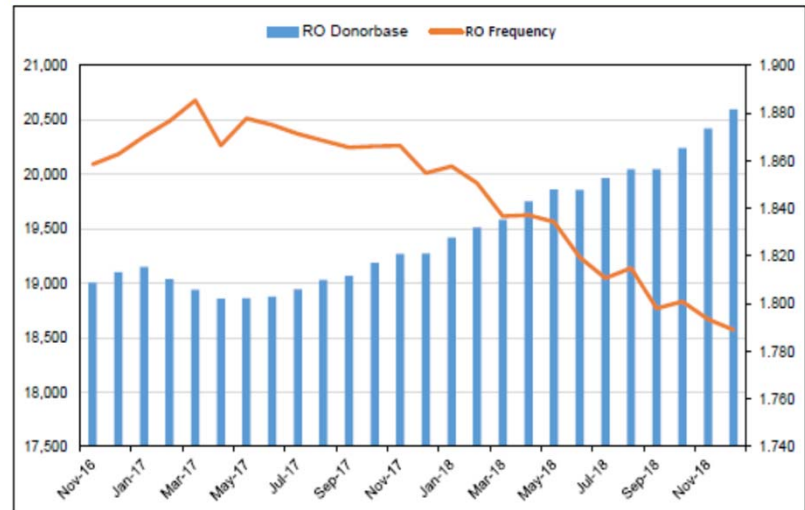


18. O Neg: Donorbase and Frequency of Donation

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	-

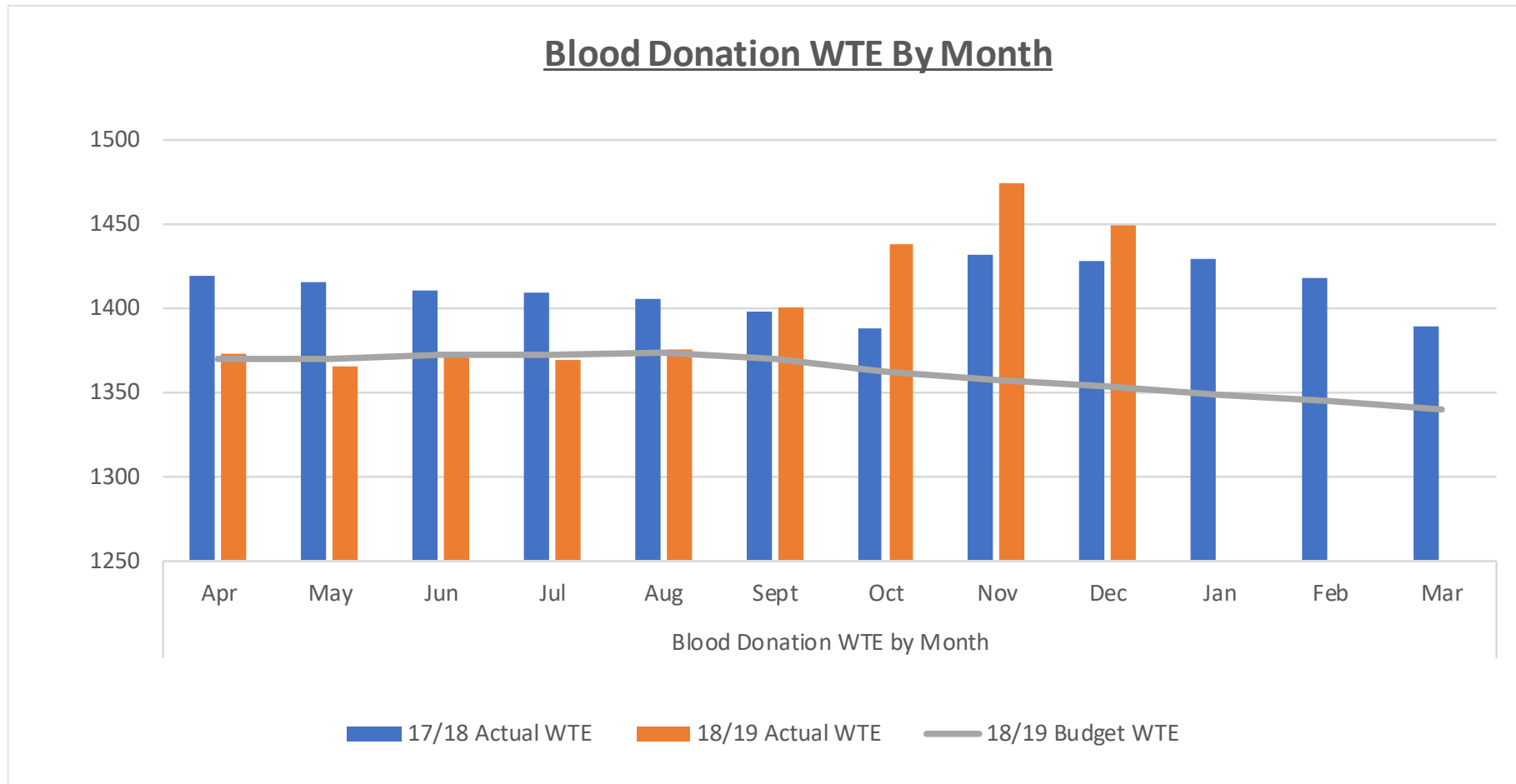


19. RO Donor Base and Frequency of Donation



Blood Donation – Headcount

Running at c100 above budget, further increase in January
Yet to fix for budget purposes (+150 increase)

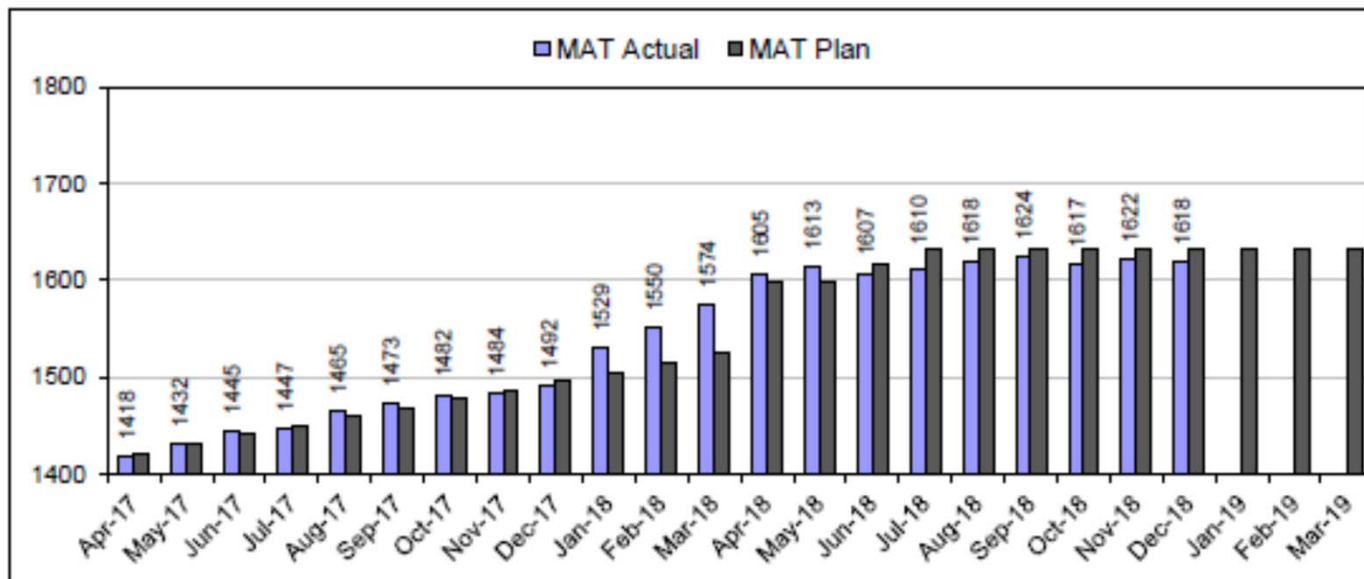


Flat MAT re deceased donors

Likely to drop in January versus record activity seen in January 2018

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	-

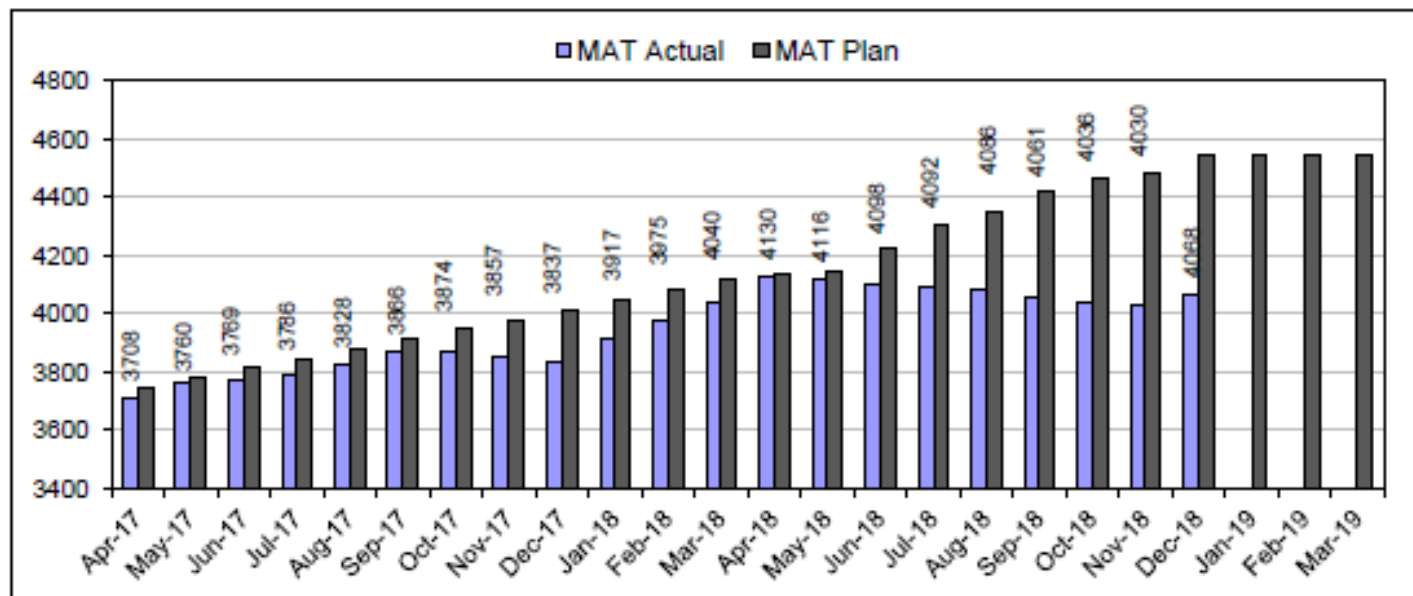


Declining trend in deceased transplants

Improvement in December but challenging January comparative to come
 High risk that deceased transplants in 2018/19 will be lower than 2017/18

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	-



Good performance in DTS continues

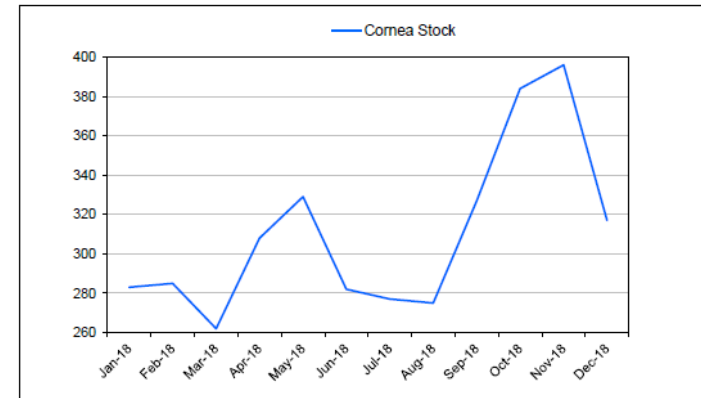
....but cord blood trends continue to be adverse



Blood and Transplant

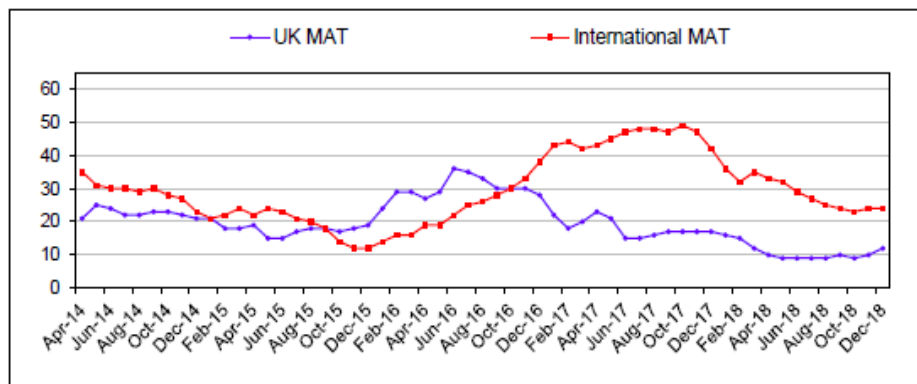
DTS Income by SBU – YTD Dec 2018	2018/19 Budget	2018/19 Income	2018/19 Variance	2017/18 Actual	Growth
Tissue & Eye Services	10.2	11.0	0.8	9.6	15%
TAS	7.5	8.5	0.9	7.2	17%
H&I	10.2	10.4	0.2	10.3	1%
RCI	12.0	12.6	0.5	11.7	7%
IBGRL & DD	1.1	1.6	0.5	0.9	77%
CMT	7.6	7.2	-0.4	7.6	-4%
CBC	1.5	1.9	0.3	1.0	85%
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%

43. Suitable Cornea Donations - Cornea stocks



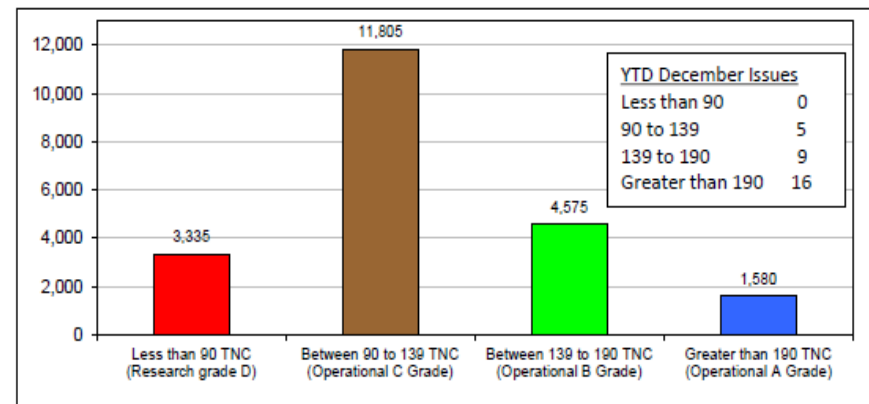
42. Issue of cord blood units : UK and International - MATs

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



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	-



Budget 2019/20

Initial add up is close to the estimate provided in September



Blood and Transplant

Income (£m)	2017/18 Actual	2018/19 Budget	2018/19 Forecast	2019/20 Budget	Budget Movement
Revenue Cash Limit - Organ Donation & Transplantation	61.9	62.1	62.1	62.9	0.7
Revenue Cash Limit - Diagnostic and Therapeutic Services	4.2	4.7	4.7	4.2	-0.5
Revenue Cash Limit - Blood & Blood Components - National	0.0	2.2	2.2	0.0	-2.2
Blood & Components Income	256.9	258.7	261.9	264.5	5.8
Diagnostic and Therapeutic Services Income	71.0	72.5	76.0	78.0	5.5
Research & Development	1.7	1.0	0.9	0.9	-0.1
Organ Donation & Transplantation Other Income	12.0	11.8	12.2	11.9	0.1
All Other Income	7.2	5.2	5.9	5.7	0.5
Total Income	414.9	418.1	425.9	428.1	9.9
Total Expenditure (Slide 4)	-425.1	-418.7	-418.0	-436.6	-17.9
Net I&E Position	-10.2	-0.6	7.9	-8.6	3.0

Budget 2019/20



Deficit in Blood driven by sharp increase in headcount / costs

Blood and Transplant

Expenditure (£m)	2017/18 Actual	2018/19 Budget	2018/19 Forecast	2019/20 Budget	Budget Movement
Cost of Sales - Blood Component Stock Movement	-1.3	0.0	1.1	0.0	0.0
Cost of Sales - Tissues Stock Movement	-0.1	0.0	-0.2	0.0	0.0
Organ Donation & Transplantation: Operational Expenditure	-60.1	-60.3	-59.9	-62.8	-2.5
Organ Donation & Transplantation: Change Programme	-4.8	-5.7	-5.9	-4.0	1.7
Blood Supply: Manufacturing, Testing & Issue	-68.1	-65.7	-67.0	-68.4	-2.6
Blood Supply: Blood Donation	-72.1	-70.5	-74.3	-78.5	-8.0
Blood Supply: Logistics	-21.0	-20.0	-20.6	-20.4	-0.4
Diagnostic and Therapeutic Services: Operational Expenditure	-62.2	-64.7	-67.3	-68.4	-3.7
Diagnostic and Therapeutic Services: Change Programme	0.0	-1.0	-0.3	-1.0	-0.0
Quality	-5.0	-4.9	-4.8	-5.5	-0.6
Chief Executive and Board	-0.6	-0.6	-0.6	-0.6	-0.0
Communications	-7.4	-6.6	-6.8	-6.9	-0.3
Estates & Facilities	-39.6	-38.9	-39.5	-39.5	-0.6
Finance	-5.6	-5.3	-5.4	-5.4	-0.1
Business Transformation Services	-1.4	-1.6	-1.4	-1.7	-0.2
People	-7.2	-7.2	-7.2	-7.9	-0.7
Information Communication Technology	-23.7	-24.8	-25.3	-27.3	-2.5
Clinical Directorate	-13.8	-13.9	-14.4	-14.7	-0.8
Research & Development	-5.1	-4.2	-4.2	-4.3	-0.1
Change Programme (Blood & Corporate)	-24.2	-20.3	-11.1	-16.3	4.0
Miscellaneous and Capital Charges	-1.7	-2.5	-2.6	-3.0	-0.5
Total Expenditure	-425.1	-418.7	-418.0	-436.6	-17.9

Implications for financial planning – update

Noting that we have cash reserves to manage the “noise”



Blood and Transplant

- **BLOOD (as previous update)**

- Flips into significant operating deficit in 2019/20
- Plus substantial transformation spend
- Price increase of 3-4% pa needed to manage the deficit (but note below)

- **ODT**

- In deficit in 2019/20 (transformation) – persistent deficit from 2020/21 onwards
- Assumes AfC is funded – otherwise in persistent deficit from next year
-but note below

- **DTS**

- Good progress in income and contribution - allows space for some price decreases
- But need to think future transformation needs (around Hematos / diagnostics)
-but note below

- **Employer pension contribution – 14% to 20% proposed**

- £10m hit to costs
- “Funded” (as per AfC) but would roll into blood prices and double the price increase
- If not funded – bigger deficit in ODT

Additional / Back Up