

NHSBT Board Performance Report

May 2019

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Caring Expert Quality

Board Performance Report

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Performance Summary – April 2019

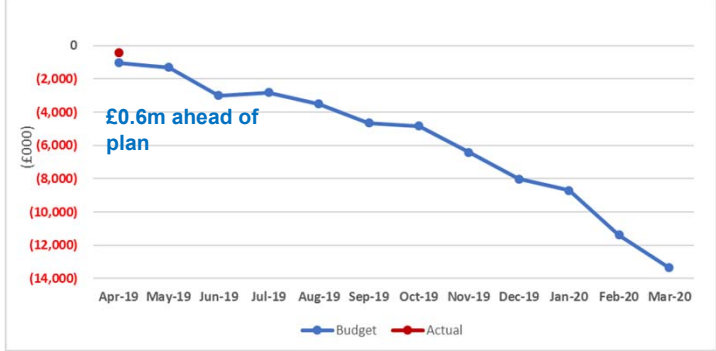


Blood and Transplant

	Status	Trend	Comments
Blood Components	Green	Red	<i>Stocks have remained above target with projections indicating that this will continue. Demand for O negative red cells, however, is highly variable but is overall growing as a % of overall demand. The growth and demand “noise” is potentially unsustainable in the longer term and could impact our ability to maintain target levels without significant intervention.</i>
DTS	Green	Green	<i>The trend in cord blood issues is improving with 8 issue in April. Cornea stocks remain strong at 300 units and better than plan. DTS income was 2% above plan, with all SBUs around or above budget, and resulted in an income and expenditure surplus of £0.3m.</i>
ODT	Red	Red	<i>There were 117 deceased donors in April, 19.0% lower than target, and 19% lower than April last year. The number of deceased transplants was 9.5% lower than target and 20.5% lower than last year. The moving annual trends are highly adverse with a risk that the outcomes in 2019/20 show a significant decline on 2018/19.</i>
Corporate	Green	Yellow	<i>Sickness absence fell again to 3.46% in the month. Health and Safety performance is trending below target.</i>
Financials	Green	Yellow	<i>NHSBT reported a surplus in April of £2.2m , £1.5m ahead of budget with all divisions ahead of plan. The amber status for trend reflects the underlying cost growth in Blood and ODT and the impact on pricing and funding in 2020/21 and beyond.</i>
Change Programme	Red	Yellow	<i>The overall programme remains at Red reflecting two large projects being at Red status – the CBC / Filton Extension project and the Data Centre and Central Infrastructure Project.</i>

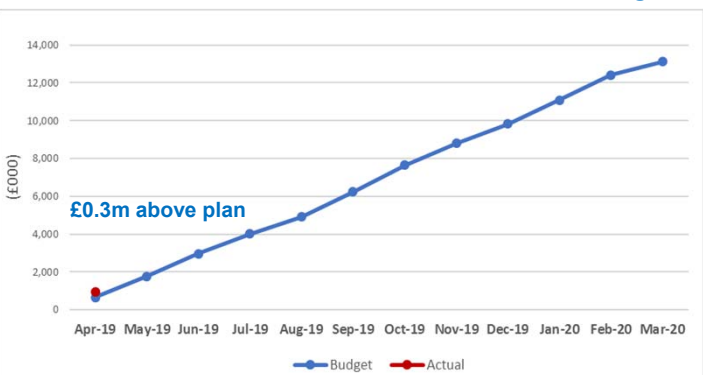
2019/20 Financial Performance - Headlines

Blood and Group: Financial Performance 2019/20
(excluding Transformation Programme)



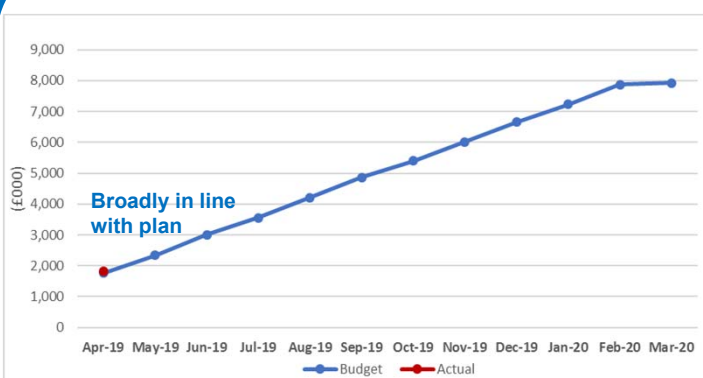
April performance reporting £0.6m ahead of plan (£1.0m deficit), predominately driven by underspends in ICT and M&L.

DTS: Financial Performance 2019/20 - Gross Margin



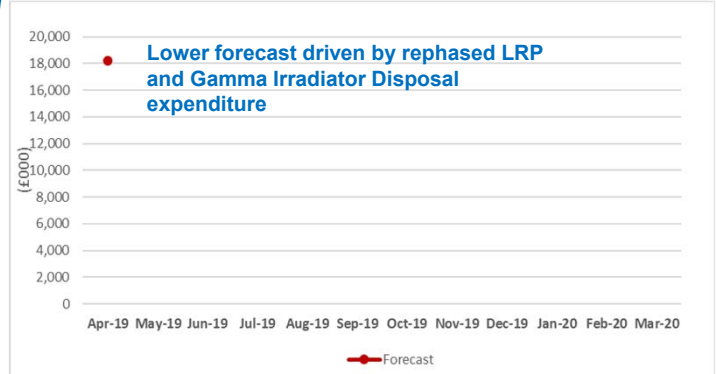
April performance (gross margin)— reporting a favourable £0.3m vs plan (includes transformation fund)

ODT: Financial Performance 2019/20 – Gross Margin



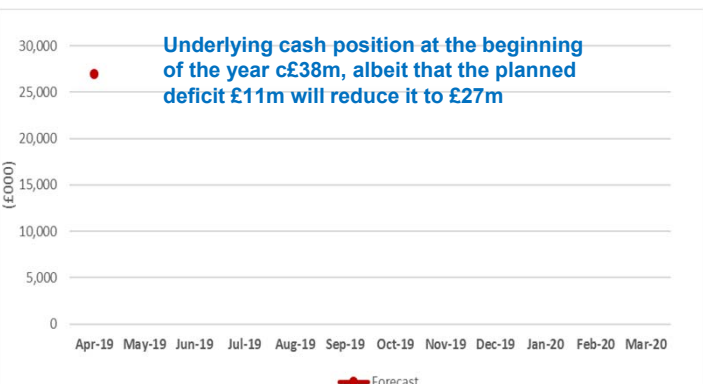
April performance (gross margin)— in line with plan.

Blood and Group Change Programme:
Forecast Outturn 2019/20



Change programme forecast at £18.2m versus 19.0m budget.

NHSBT Cash Flow:
Forecast Outturn 2019/20



Forecast cash balance at the end of March 2020 = £27m

NHSBT I&E:
Forecast Outturn 2019/20

First re-forecast to be provided in June / Q1 reporting.

Financial Performance – April 2019

NHSBT reporting a surplus of £2.2m (£1.5m ahead of budget) with all divisions ahead of plan

- Blood & Group £1.2m
- DTS £0.3m
- ODT £0.1m

- DTS reporting a net favourable variance of £0.3m
- Blood & Group change programme £0.5m favourable – (reforecast of LRP and Gamma Irradiators Disposal projects)
- ICT favourable expenditure £0.5m – headcount significantly below budget / phasing of contracts / developments)
- ODT broadly in line with plan

Forecast likely to recognise following movements versus budget:

- Blood stock movement (-£2.1m) – ISP forecast of closing stock position much lower for Non-UK plasma products (non-cash)
- Blood income (-£1.2m) – Refund to NHS customers forecast higher than plan due to higher demand
- Blood Donation (-£0.4m) – Expected savings from the apheresis harness contract not yet realised
- Manufacturing (+£1.0m) – Reduction of (£0.5m) and additional savings re consumables (£0.5m)
- Blood & Group change programme (+£0.8m) – LRP (£0.3m) and Gamma Irradiator Disposal (£0.5m) re-phased

2019/20 forecast outturn position to be provided in June / Q1 reporting

Balance sheet – net current assets are £64.8m at the end of Apr-2019. Forecast Y/E cash balance c£27.0m.

- Balance sheet - net current assets were £64.8m at the end of April 2019
- Cash at the end of April 2019 was £31m, a balance of c£27m is forecast for March 2020

Debtor days for April 19 remains at 25 and over 90 days debtors has reduced to £0.9m

- Debtor days remain 3 days behind target (25 vs a target of 22)
- 90+ overdues reduced from £1.5m at the end of March to £0.9m in April.
- Team continue to focus on (90+overdues and have set a new target of £0.5m for March 2020.

2019/20 Capital allocation requested £27.8m

Includes:

- Barnsley £13.5m
- CBC £2.5m
- Pulse Data Centre £4.8m

I&E Position – April 2019

Income	Plan WTE (Ave YTD)	Actual WTE at period end	Year to date			Full Year
			Budget	Actual	Variance	Budget
			£k	£k	£k	£k
NHSBT Summary						
Income			36,204	36,552	348	440,863
Expenditure			(35,495)	(34,335)	1,160	(452,177)
NHSBT Surplus/(Deficit)	4,794	4,727	709	2,217	1,508	(11,315)
Blood and Group						
Income						
Programme Funding			0	0	0	0
Blood & Components Income			21,938	21,932	(7)	264,513
Research & Development			73	162	89	875
Blood Supply Other Income			260	292	32	3,285
Group Services Other Income			214	282	68	2,636
Blood and Group Income			22,485	22,667	183	271,309
Expenditure						
Cost of Sales - Blood Component Stock Movement			63	(98)	(160)	0
Blood Donation	1,508	1,488	(6,573)	(6,692)	(119)	(78,237)
Manufacturing, Testing & Issue	752	744	(5,720)	(5,572)	148	(68,284)
Logistics	336	328	(1,780)	(1,712)	68	(20,532)
Quality	89	86	(447)	(444)	3	(5,496)
Chief Executive and Board	3	3	(50)	(63)	(14)	(666)
Communications	65	71	(419)	(419)	(0)	(6,872)
Estates & Facilities	77	78	(3,205)	(3,173)	31	(39,939)
Finance	89	87	(470)	(470)	(1)	(5,441)
Business Transformation Services	27	24	(154)	(190)	(35)	(1,740)
People	124	122	(698)	(662)	35	(8,127)
Information Communication Technology	194	165	(2,245)	(1,762)	482	(26,907)
Clinical Directorate	176	165	(1,263)	(1,138)	125	(14,624)
Research & Development	34	44	(275)	(334)	(59)	(4,300)
Change Programme	0	18	(654)	(125)	530	(18,997)
Miscellaneous and Capital Charges			(292)	(352)	(60)	(3,506)
Blood and Group Expenditure			(24,181)	(23,207)	975	(303,667)
Blood and Group Total	3,473	3,422	(1,697)	(539)	1,157	(32,358)
Diagnostic and Therapeutic Services						
Income						
Programme Funding			348	348	0	4,173
Diagnostic and Therapeutic Services Income			6,094	6,250	157	78,049
DTS Income			6,442	6,598	157	82,223
Expenditure						
Cost of Sales - Tissues Stock Movement			0	(84)	(84)	0
Operational Expenditure	862	837	(5,774)	(5,550)	224	(68,134)
Change Programme	1	1	(20)	(20)	0	(965)
DTS Expenditure			(5,794)	(5,654)	140	(69,098)
DTS Total	863	838	647	944	297	13,124
Organ Donation & Transplantation Income						
Income						
Programme Funding			6,079	6,079	0	72,951
Organ Donation & Transplantation Other Income			1,198	1,207	9	14,380
ODT Income			7,278	7,286	9	87,331
Expenditure						
Operational Expenditure	451	454	(5,272)	(5,215)	56	(62,157)
Change Programme	7	14	(247)	(258)	(11)	(17,255)
ODT Expenditure			(5,519)	(5,474)	45	(79,412)
ODT Total	458	467	1,759	1,812	54	7,919

Contribution Report – April 2019

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics				TES	Stem Cells				TAS	DTS T Fund	ODT	TOTAL
		RCI	H&I	Reagents	IBGRL		CMT	CBC	BBMR	CBB				
Income														
Prices	22.0	1.2	1.0	0.2	0.1	1.3	0.8	-	0.3	0.2	1.0	-	-	28.0
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0
Grant in Aid	-	-	-	-	-	-	-	-	0.2	0.2	-	-	6.1	6.4
Other	0.6	0.0	0.0	-	0.0	-	0.1	0.1	0.0	0.0	0.0	-	0.2	1.2
Total Income	22.7	1.3	1.0	0.2	0.1	1.3	0.8	0.1	0.4	0.4	1.0	-	7.3	36.552
Expenditure														
Variable Costs														
Consumables	(3.2)	(0.1)	(0.3)	(0.0)	(0.0)	(0.1)	(0.2)	(0.0)	(0.0)	(0.0)	(0.3)	-	(0.4)	(4.7)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(3.2)	(0.1)	(0.3)	(0.0)	(0.0)	(0.1)	(0.2)	(0.0)	(0.0)	(0.0)	(0.3)	-	(0.4)	(4.7)
Variable Contribution	19.5	1.1	0.8	0.1	0.1	1.1	0.7	0.1	0.4	0.3	0.7	-	6.9	31.9
Direct Costs														
Pay	(7.9)	(0.7)	(0.6)	(0.1)	(0.1)	(0.6)	(0.4)	(0.1)	(0.1)	(0.1)	(0.3)	-	(2.5)	(13.4)
Non Pay	(1.8)	(0.0)	(0.1)	(0.0)	(0.0)	(0.2)	(0.1)	(0.0)	(0.1)	(0.0)	(0.1)	-	(2.4)	(4.8)
Total Direct Costs	(9.6)	(0.8)	(0.6)	(0.1)	(0.1)	(0.8)	(0.5)	(0.1)	(0.2)	(0.2)	(0.4)	-	(4.9)	(18.3)
Direct Contribution	9.9	0.4	0.1	0.1	(0.0)	0.3	0.2	(0.0)	0.2	0.2	0.4	-	2.0	13.6
Direct Support														
Operational Directorate costs	(0.8)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.2)	(1.3)
Logistics	(1.7)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.0)	(1.7)
Clinical	(0.7)	(0.0)	-	-	-	(0.0)	(0.0)	-	(0.0)	(0.0)	(0.0)	-	(0.1)	(0.9)
Attributable Estates costs	(1.9)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.1)	(2.5)
Attributable IT costs	(0.8)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.3)	(1.3)
Depreciation / Cost of Capital	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.4)
Total Direct Support	(6.0)	(0.3)	(0.2)	(0.0)	(0.1)	(0.3)	(0.2)	(0.0)	(0.1)	(0.1)	(0.1)	-	(0.7)	(8.1)
Notional Internal Income Uplift	(2.0)	(0.1)	1.9	0.3	0.4	0.1	0.1	(0.1)	(0.5)	0.0	-	-	(0.0)	0.0
Cost of Sales	(0.1)	-	-	-	-	(0.1)	-	-	-	-	-	-	-	(0.2)
Contribution to Unallocated Costs	1.8	0.0	1.8	0.3	0.2	0.0	(0.0)	(0.1)	(0.4)	0.1	0.3	-	1.3	5.4
Total Allocated Costs	(20.8)	(1.3)	0.8	0.1	0.1	(1.2)	(0.9)	(0.2)	(0.9)	(0.2)	(0.7)	-	(6.0)	(31.2)
Unallocated Costs Apportioned														
Directorate costs	(1.2)	(0.1)	0.0	0.0	0.0	(0.1)	(0.1)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.4)	(1.9)
Estates costs	(0.4)	(0.0)	0.0	0.0	0.0	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.7)
Depreciation / Cost of Capital	(0.1)	(0.0)	0.0	0.0	0.0	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.2)
Total Unallocated Costs	(1.8)	(0.1)	0.1	0.0	0.0	(0.1)	(0.1)	(0.0)	(0.1)	(0.0)	(0.1)	(0.0)	(0.6)	(2.7)
Operating Net Surplus / (Deficit)	0.1	(0.1)	1.9	0.3	0.3	(0.1)	(0.1)	(0.1)	(0.5)	0.1	0.2	(0.0)	0.7	2.6
Transformation Costs	(0.1)	-	-	-	-	-	-	-	-	-	-	(0.0)	(0.3)	(0.4)
Total Allocated Costs Inc Transformation	(21.0)	(1.3)	0.8	0.1	0.1	(1.2)	(0.9)	(0.2)	(0.9)	(0.2)	(0.7)	(0.0)	(6.2)	(31.6)
Net Surplus / (Deficit) Inc Transformation	(0.1)	(0.1)	1.9	0.3	0.3	(0.1)	(0.1)	(0.1)	(0.5)	0.1	0.2	(0.0)	0.5	2.2
RAG STATUS (Actuals V Plan)	G	G	G	G	G	G	G	G	A	G	G	G	G	G

Balance Sheet / Cash – April 2019

	Actual Apr-19 £k	Forecast May-19 £k	Forecast Jun-19 £k	Forecast Jul-19 £k	Forecast Aug-19 £k	Forecast Sep-19 £k	Forecast Oct-19 £k	Forecast Nov-19 £k	Forecast Dec-19 £k	Forecast Jan-20 £k	Forecast Feb-20 £k	Forecast Mar-20 £k	Total £k
Opening bank balance	28,444	31,494	49,732	40,157	41,053	47,539	48,026	42,735	47,258	53,687	53,364	50,848	28,444
Receipts													
Debtors & Other Receipts	26,527	33,274	30,415	33,248	32,281	32,049	32,436	34,987	30,928	34,495	30,222	35,691	386,553
Revenue Cash Limit	0	18,671	0	6,221	6,221	6,221	6,221	9,503	6,221	6,221	6,221	6,237	77,957
Capital Cash Limit	0	0	0	0	5,000	0	5,000	0	5,000	0	5,000	7,800	27,800
Total Receipts	26,527	51,945	30,415	39,469	43,502	38,270	43,657	44,490	42,149	40,716	41,443	49,728	492,310
Payments													
Staff Expenses	10,779	17,453	17,631	17,960	18,837	18,640	18,443	18,245	18,355	18,179	18,355	26,359	219,237
Other Revenue Payments	11,772	15,654	21,559	19,611	16,679	17,343	19,749	19,222	14,365	19,359	21,605	32,286	229,205
Capital Charges Less DH Credit Due	0	0	0	0	0	0	8,756	0	0	0	0	8,756	17,512
Capital Payments	926	600	800	1,000	1,500	1,800	2,000	2,500	3,000	3,500	4,000	6,174	27,800
Total Payments	23,477	33,707	39,990	38,572	37,016	37,783	48,948	39,967	35,720	41,039	43,960	73,575	493,754
Closing bank balance	31,494	49,732	40,157	41,053	47,539	48,026	42,735	47,258	53,687	53,364	50,848	27,000	27,000



NHSBT Statistics	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Target <=
Debtor Days	25												22
Creditor Days	22												30
BPPC By Value % (Target is 95%)	96.80												97
BPPC By Number % (Target is 95%)	93.00												93

Top 5 & Other Overdue Debtors NBS/ODT £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	Total Overdue £000's
Total Overdue Debtors	1,538	3,364	878	924	6,703

Top 5 Over 90 days Overdue Debtors £000's	Mar-19			Apr-19		Comments
	>90 Days overdue £000's	Total Overdue £000's		>90 Days overdue £000's	Total Overdue £000's	
CITY HOSPITALS SUNDERLAND FOUNDATION TRUST	110	245		121	238	Accounts Receivable chasing payment.
UNIVERSITY OF BRISTOL				99	299	Accounts Receivable chasing payment - PO issues
UNIVERSITY COLLEGE LONDON	138	123		83	98	Accounts Receivable chasing payment - PO issues
GREAT ORMOND STREET HOSPITAL				80	130	Accounts Receivable chasing payment / dealing with outstanding queries
CROYDEN HEALTH SERVICES NHS TRUST				67	71	Contract Invoice copy required - should be paid in May-19
IMPERIAL COLLEGE LONDON	155	156				
ELCANO CANADA LIMITED	134	283				
IMPERIAL COLLEGE HEALTHCARE NHS TRUST	92	470				
Total 5 Overdue Debtors	764	859		449	835	
Other Debtors	1,441	9,441		475	5,868	
Total Overdue Debtors	2,205	10,299		924	6,703	

>90 DAYS OVERDUE	Profile by Month											
Target £0.5m for over 90 days by 31 Mar 2020	Actual Apr-19 £000s	Forecast May-19 £000s	Forecast Jun-19 £000s	Forecast Jul-19 £000s	Forecast Aug-19 £000s	Forecast Sep-19 £000s	Forecast Oct-19 £000s	Forecast Nov-19 £000s	Forecast Dec-19 £000s	Forecast Jan-20 £000s	Forecast Feb-20 £000s	Forecast Mar-20 £000s
Ledger Balance at month end	924											
Interim target (TBC)	1,400	950	800	850	1,350	700	800	700	950	1,100	900	500

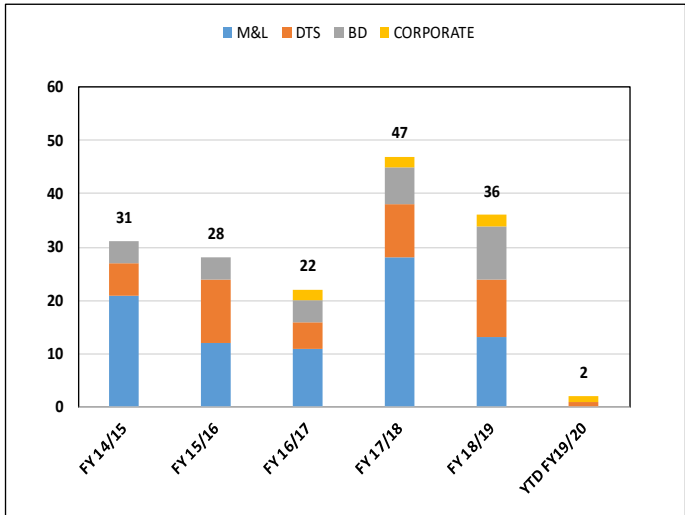
BLOOD – Safety & Compliance

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 16 On	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	Blood Supply Number of Critical & Major Regulatory Non Compliance 2019/20 Target 0	G	-		None reported in April 19.
		% Patients Receiving A or B1 Grade Matched Platelets 2019/20 Target 75%	G	-		Above plan in April 19 at 75.21% v 75% target - Chart 2.

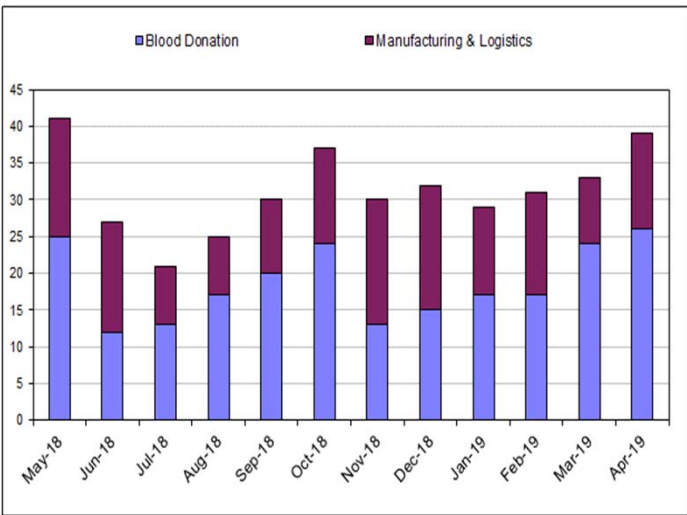
Key Messages / Issues for Attention:

- Two SABRE Incidents reported in April 2019 - 1 in clinical (Patient Adverse Event) and one reported in DTS - **chart 65**.
- A third SABRE re a delayed emergency blood delivery was later excluded by the MHRA.
- No critical or major non-compliances (MHRA) were reported this month.
- Quality Incidents – recent increasing trend with BD reporting 26 majors, the highest in the last 12 months - **chart 1**.
- Patients receiving A or B1 HLA Matched Platelets (**chart 2**) on target at 75%.

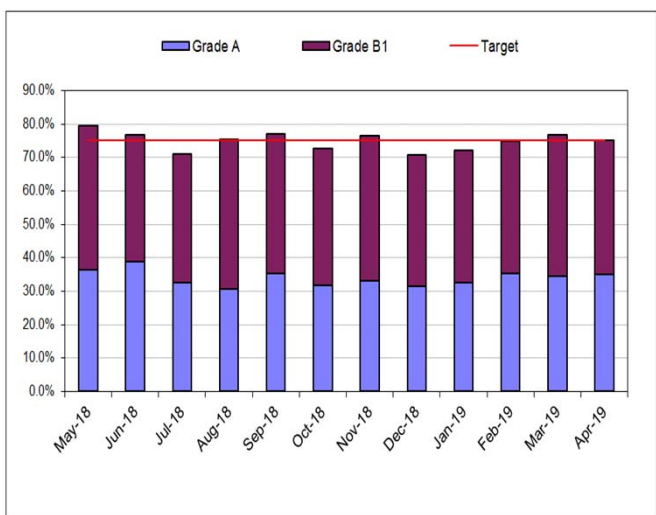
65. Reports to SABRE



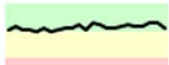

1. Major QIs raised per month - Blood Supply Directorate



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



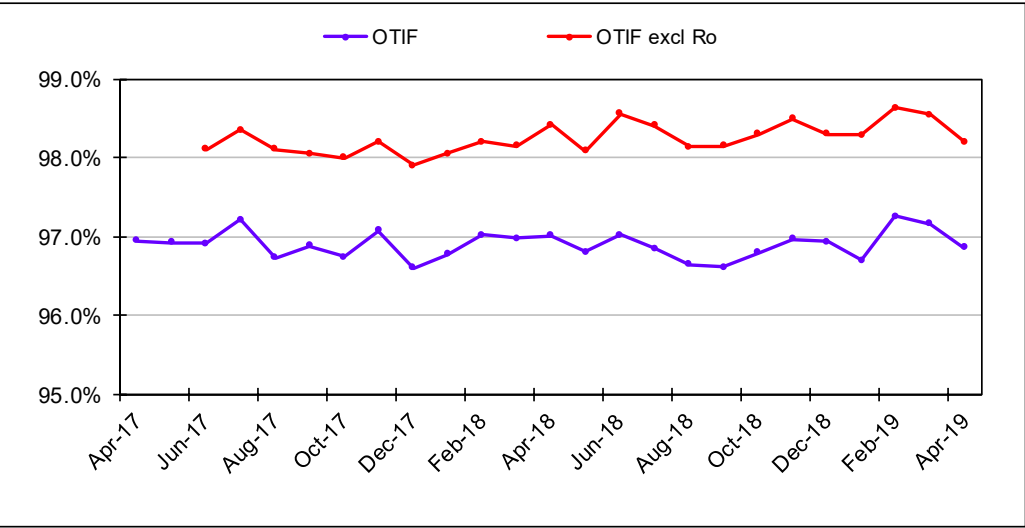
BLOOD – Customer Service

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 16 On	PERFORMANCE
BLOOD	Supply Chain Operations	On Time In Full (OTIF) Excluding Ro 2019/20 Target 98%	G	-		Higher than target in month at 98.21% - Chart 3.
		M&L Hospital Satisfaction Score >= 9 or 10 2019/20 Target 70%	G	-		6 months to March 19 at 78%. Next report September 19 - Chart 4

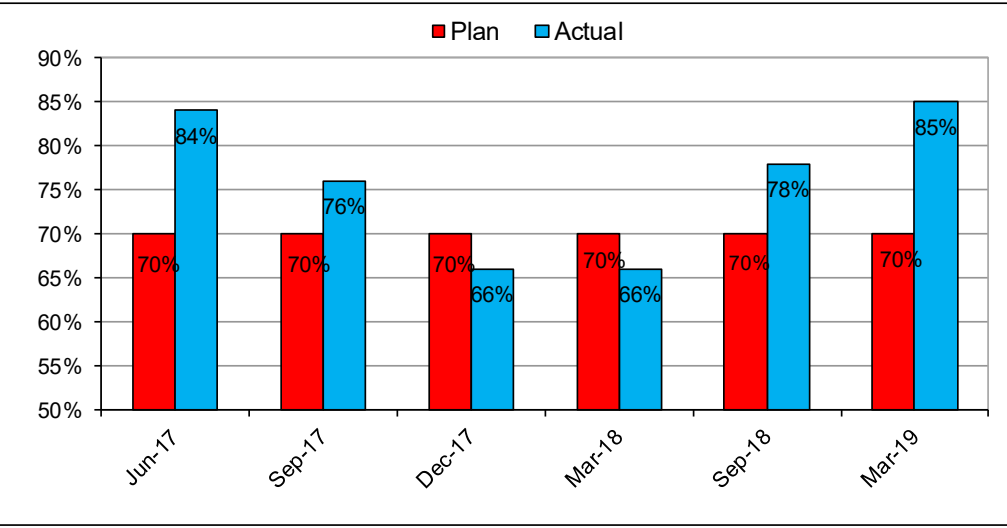
Key Messages / Issues for Attention:

- On Time in Full (OTIF), excluding R_o ‘in full’ fails, remained high at 98.2% in April and better than the target of 98% - **chart 3**.
- R_o collections were 58.8% of that required to meet total demand.
- Hospital Satisfaction is reported bi-annually - next return due in September 2019 - **chart 4**.

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



4. Hospital Satisfaction

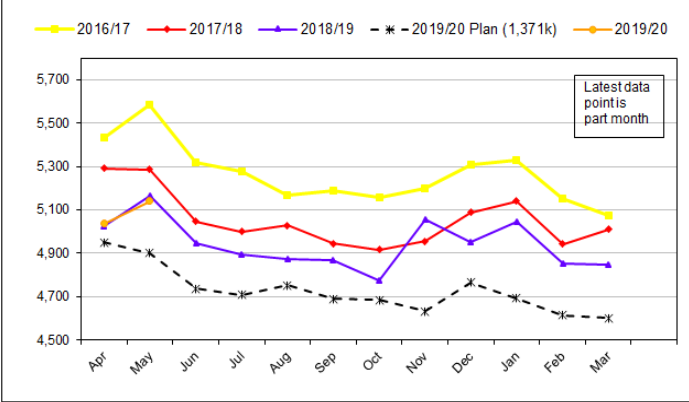


BLOOD – Red cell demand

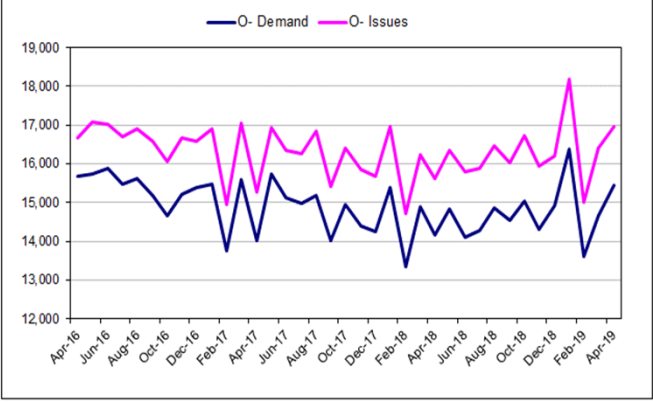
5. Red Cell Supply - Year to Date by Blood Group

Blood Group	2019/20 - YTD April 2019	2018/19 - YTD April 2018	Change
A Neg	9,161	8,920	2.7%
A Pos	33,290	34,119	-2.4%
AB Neg	761	909	-16.3%
AB Pos	2,349	2,545	-7.7%
B Neg	3,008	2,967	1.4%
B Pos	8,849	9,135	-3.1%
O Neg	16,965	15,679	8.2%
O Pos	41,401	41,705	-0.7%
Total	115,784	115,978	-0.2%

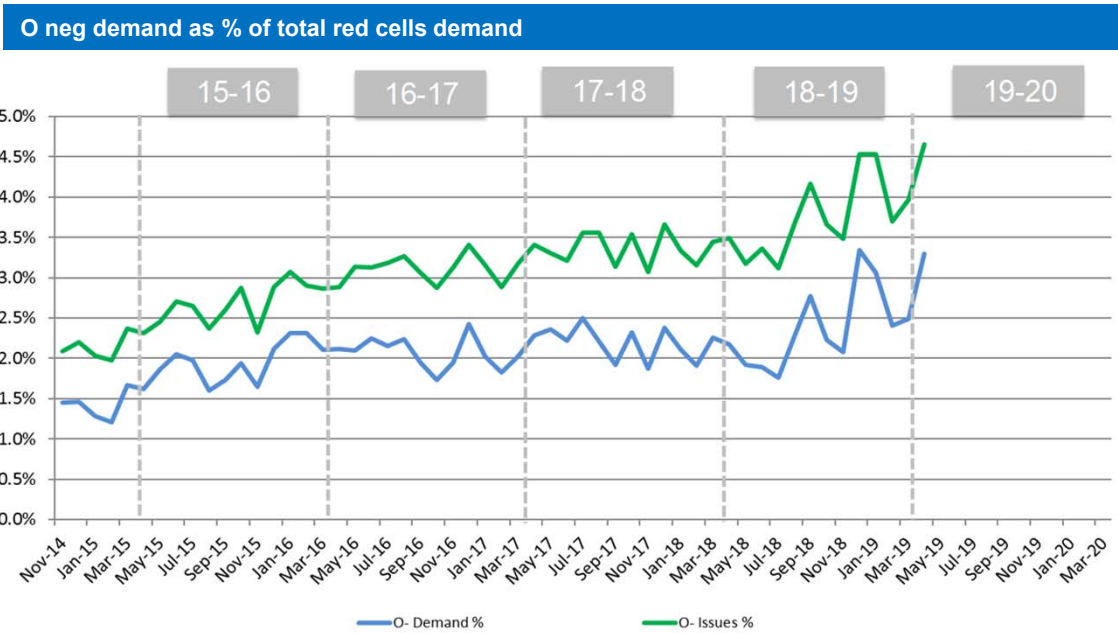
6. Average Weekday Red Cell Issues By Month - from April 2016



7. O neg RC Demand and Issues

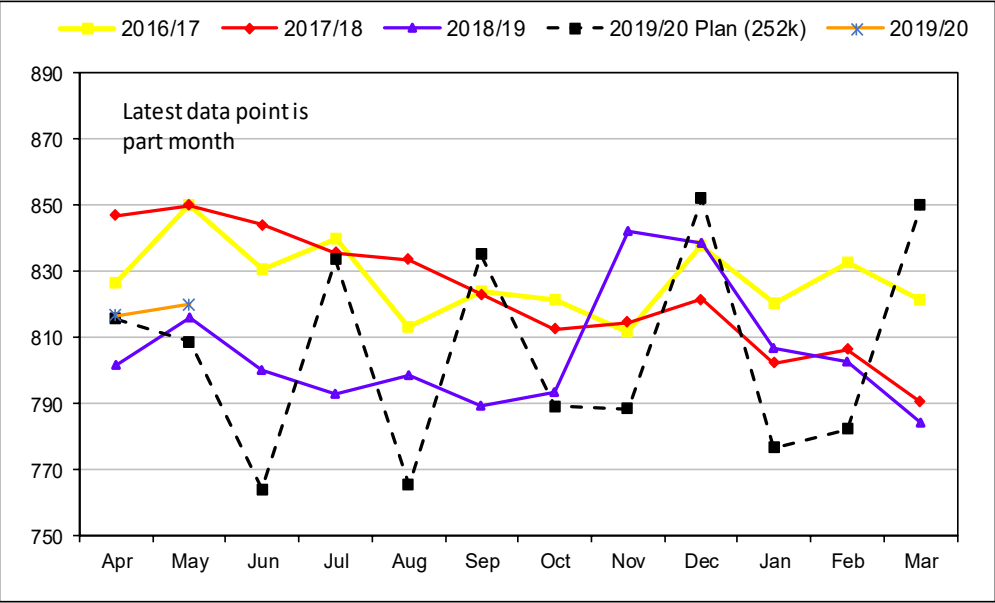


- Key Messages / Issues for Attention:**
- Red cell issues in April were 1.3% higher than forecast, although 0.2% lower than last year – table 5.
 - Demand expected to fall a further 2.3% in 2019/20, albeit lower than the 3-4% pa reductions seen over the last 5 years - **chart 6**.
 - Red Cell Ro demand was 5.7% below the forecast, after strong demand in the previous months. Demand in the last 12 months, increased by 12.3%.
 - Demand for O neg was high in April at 13.3% (March 12.4%) and is subject to very high variability - **chart 7**.
 - **As a % of total demand O neg demand has been extremely variable since October 2018 but with a clear upward trend now apparent. This may have significant implications for collection and our ability to maintain safe stock levels if this continues.**

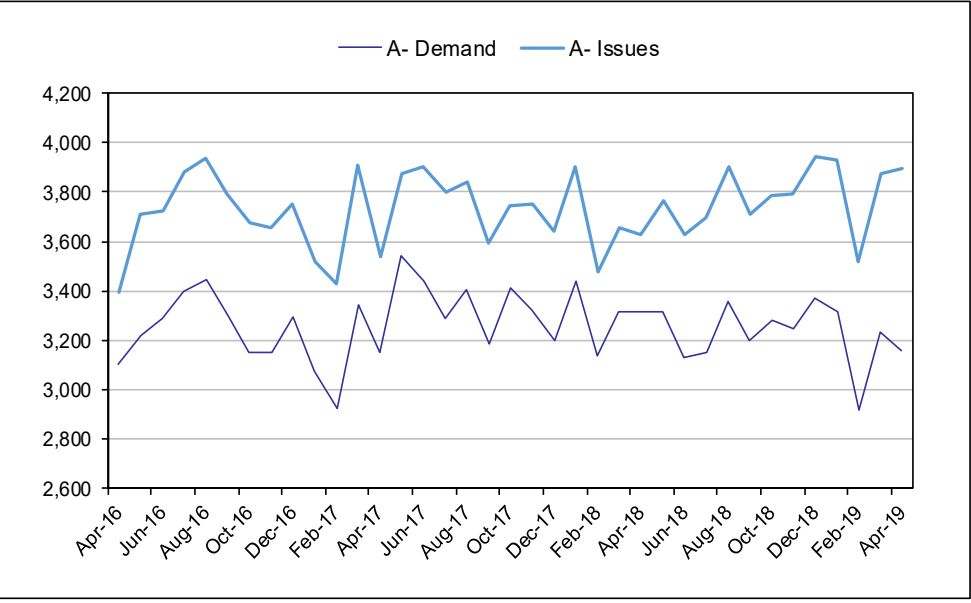


BLOOD – Platelet Demand

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





10. A neg Platelet Demand and Issues



Key Messages / Issues for Attention:

- Platelet demand in April was 1.0% higher than forecast and 2.5% higher than in the previous year - **chart 9**.
- Demand for A negative platelets was high at 14.9% demand, albeit lower than last month (15.4%).
- A negative demand is, however, lower than last year (2018/19 15.3%) and hence the trend is currently favourable - **chart 10**

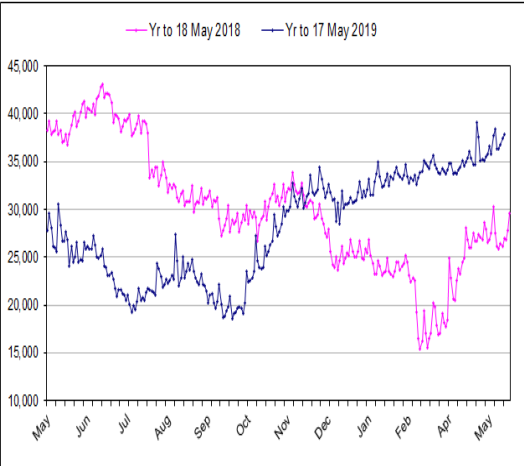
BLOOD – Stock Levels

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGET S	YTD RAG	RAG Δ	Trend April 16 On	PERFORMANCE
BLOOD	Supply Chain Operations	Red Cell Blood Stocks Alert < 4.5 days 2019/20 Target 0	G	Better		Nil in April 19 v Nil target; Note target change from 3 days to 4.5 days in April 19 – Chart15
		Platelet Stocks Alert < 1 day 2019/20 Target 0	R	-		1 occurrence in April 19 v Nil target (A neg on 24/25 April) – Chart16

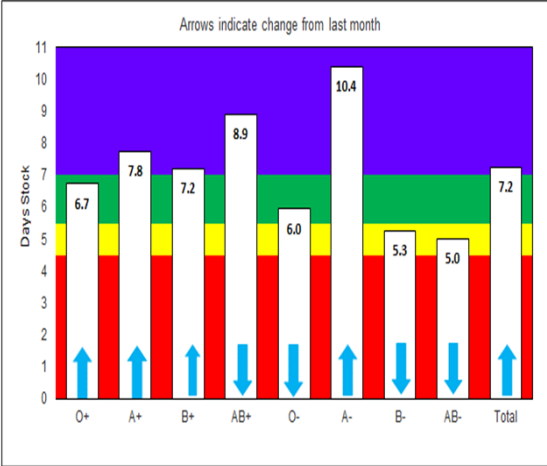
Key Messages/Performance/Issues for Attention:

- Collections 3% ahead of plan in April – despite higher demand stocks have remained at or above target level overall, with O neg stock at target - **charts 13-15**.
- Projections indicate that red cell stocks overall should remain robust through to end July but with action needed to improve the collection mix of O neg, B neg and AB neg.
- A pos and AB pos will reach excess levels (high expiries) without rebalancing collections.
- A neg platelets were below the 1 day stock alert level for two consecutive days (24th / 25th April), before recovering - **chart 16**.

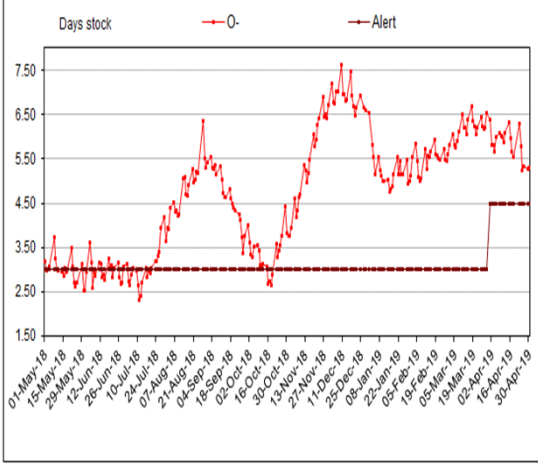
13. Red Cell - Blood Stocks (Units)



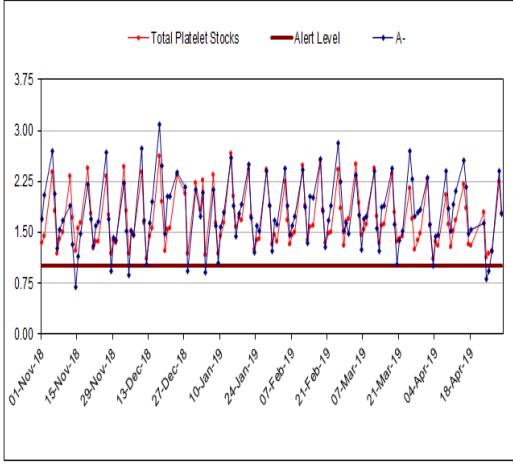
14. Average Red Cell Stock Levels for the month by blood group



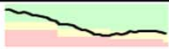



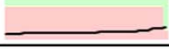
15. Red Cell - O neg : weekday stock levels



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

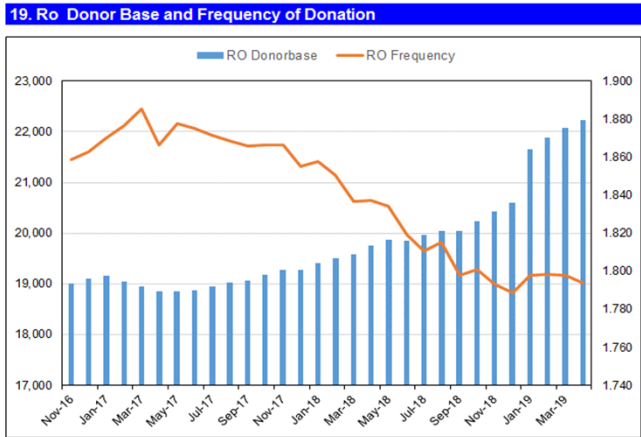
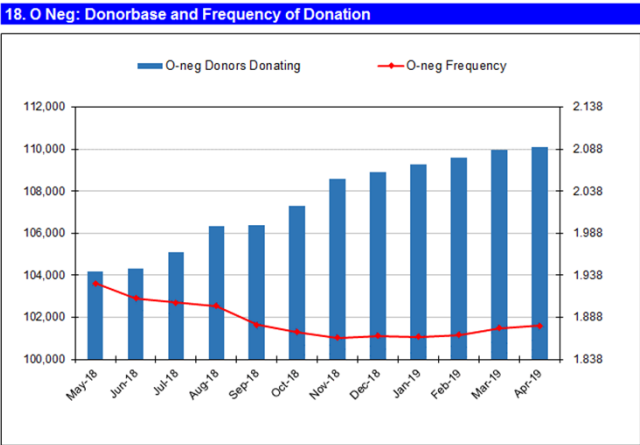
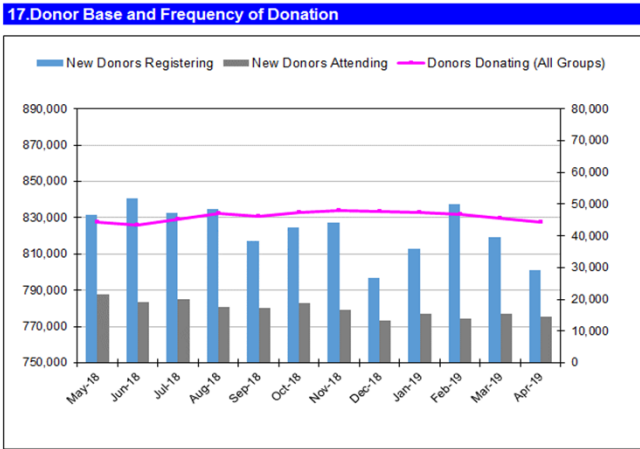


BLOOD – Donor base

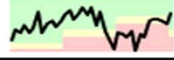

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
BLOOD	Blood Donation and the Donor Experience	Blood Donors Donating in Last 12 Months - All Groups 2019/20 Target 827,000	G	Better		827.8k to April 19 v 827k target; down on 829.9k to March 19 – Chart 17.
		Donation Frequency All Groups 2019/20 Target 1.76	G	Better		1.80 in April 19 v 1.81 target; slight improvement on March 19 performance – Chart 17.
BLOOD	Blood Donation and the Donor Experience	Blood Donors Donating in Last 12 Months O Negative 2019/20 Target 116,000	A	-		110k to April 19 v 110.3k target; slight improvement on March 19 performance – Chart 18.
		Donation Frequency O Negative 2019/20 Target 1.76	A	Worse		1.88 in April 19 v 1.90 target; comparable with March 19 performance but frequency trending amber following long period of reduction/green – Chart 18.
BLOOD	Blood Donation and the Donor Experience	Blood Donors Donating in Last 12 Months Ro 2019/20 Target 23,675	G	Better		22.1k to April 19 v 21k target; now trending green following reduction in target in FY 19/20 – Chart 19
		A Negative Apheresis Donors Donating in Last 12 Months 2019/20 Target 2,776	A	-	No Graph	2,492 actual v 2,495 target in April 19. Awaiting historical data to build trend.

Key Messages / Issues for Attention:

- New donors are reduced on last year as planned. 35% of new donors attended at a donor centre and 40% were men, compared to 33% in April – **chart 17**.
- O neg blood donors donating – continues to increase - April 2019 at 110k (versus 104k in March 2018) – **chart 18**.
- The Ro donor base also continues to improve - now above 22k – **chart 19**.
- NB. plans in place to improve the number of B negative donors given that frequency is higher than ideal.



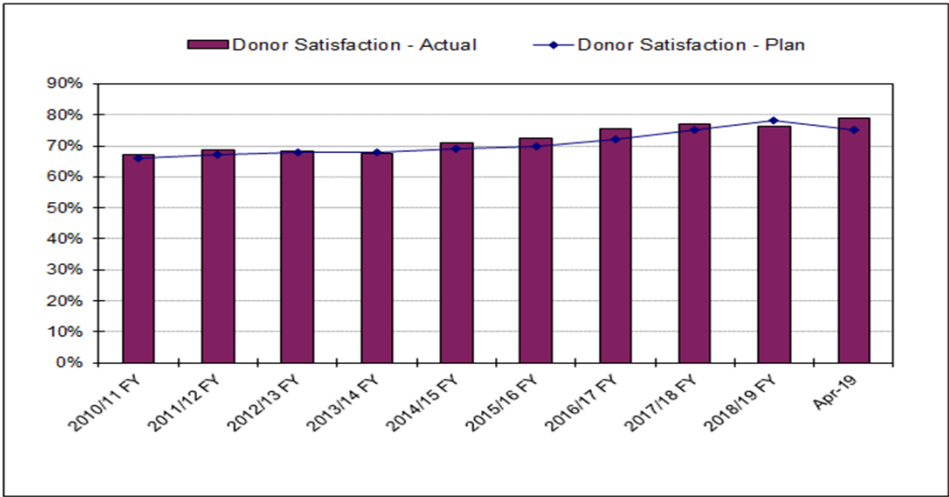
BLOOD – Collection Performance

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
BLOOD	Blood Donation and the Donor Experience	Blood Donor Satisfaction Score ≥ 9 or 10 2019/20 Target 75%	G	Better		78.92% in April 19 v 75% target; improvement in performance from 76.42% in March 19 - Chart 11
		Complaints per Million Whole Blood Donations 2019/20 Target 0.59%	G	Better		0.36% in April 19 v 0.59% target; slight improvement from 0.38% in March 19 and trending green - Chart 12

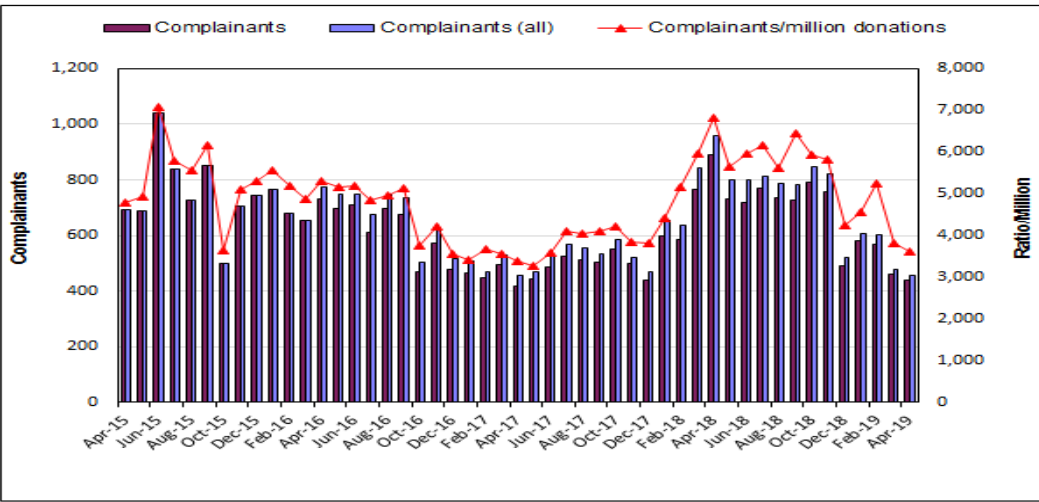
Key Messages / Issues for Attention:

- Donor satisfaction was higher again this month at 79%, the best result since December 2017, above 2018/19 (74.9%) – **chart 11**.
- Complaints (excluding those related to consolidation / team closures and cancellation of session) fell gain to 3,499 – **chart 12**.
- Complaints are sharply lower over the last twelve months (at 6,832 in April 2018). The primary causes for complaints remain “not seen at appointment time”, “slot availability” and “ staff attitude ”.
- Re-bleeds was lower at 24, better than last year end (28) and better than target (30).
- Faints were at 171 in April – versus target of 158 (and higher than ideal as we head into the summer months).

11. Donor Satisfaction



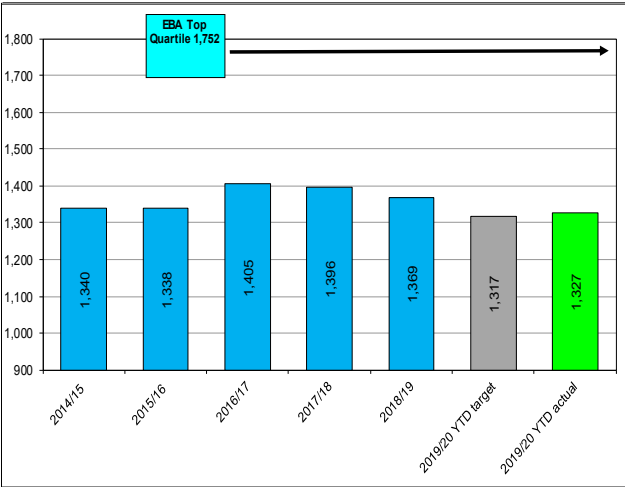
12. Donor Complaints



BLOOD – Blood Donation Productivity

- Key Messages / Issues for Attention:
- WTEs in blood donation at 1,488 - broadly in line with the uplifted budget of 1,508 WTEs.
 - 25 appointments overall were made in April, however the average time taken to recruit of 13 weeks.
 - Blood Donation sickness levels remained broadly unchanged this month at 5.07%. This, however, masks high sickness levels above 10% at 11 teams.
 - Productivity – better than target in April 2019, but lower than 2014/15 levels – **chart 27**.
 - 24 out of 47 mobile teams performing above average – **chart 28**.
 - Utilisation continues to fall in both DCs and Mobiles – **charts 23 & 24**.

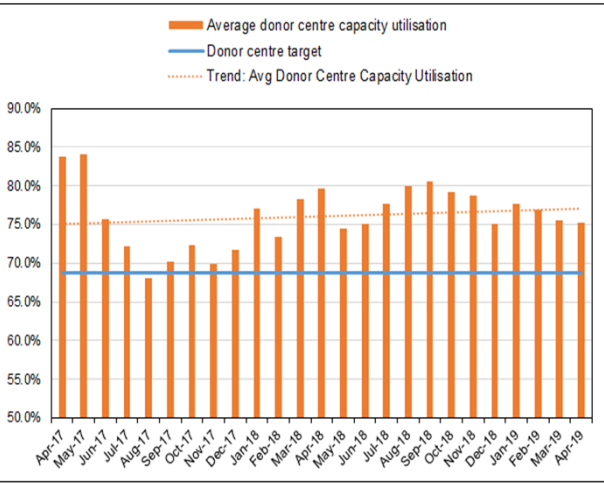
27. Blood Donation Productivity : YTD and Current Month - at end April 2019



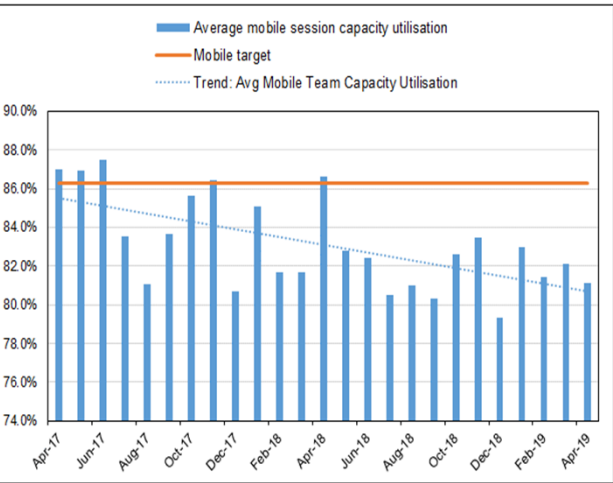
28. Blood Donation Productivity Distribution Mobile Teams YTD at end April 2019






23. Capacity Utilisation - Donor Centres



24. Capacity Utilisation - Mobile Teams



BLOOD – M&L Productivity & Waste

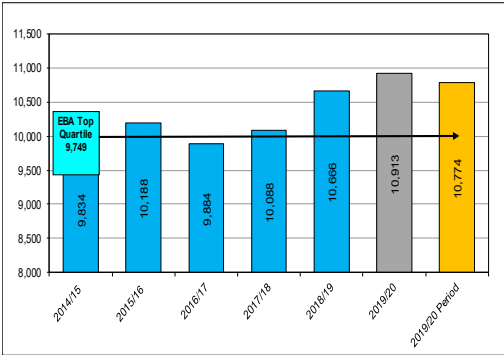
Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
BLOOD	Supply Chain Operations	Manufacturing Productivity YTD 2019/20 Target 10,700	A	Worse		10,774 v 10,913 target in April 19 - Chart 29.
		Testing Productivity YTD 2019/20 Target 33,700	G	-		36,921 v 33,884 target in April 19 - Chart 30
		Hospital Services Productivity YTD 2019/20 Target = 36,000	R	-		34,946 v 35,994 target in April 19; deterioration in performance from March 19.

Key Messages / Issues for Attention:

- Waste - “Whole Blood Donations not generating a Validated Red Cell” lower in April at 4.70% and previous year (4.85%) – **chart 31**.
- Despite much higher stocks red cell expiries in April were 0.55%, well below the 1.0% target. At a group level – A neg accounted for 406 / 604 expiries (63%).
- Platelet waste further improved to 6.42% and is trending strongly below the plan level of 8.5%.
- Platelet expiries in April were 3.84%, well below the 5.5% target – following excellent work in Hospital Services, focusing on training – **chart 32**.

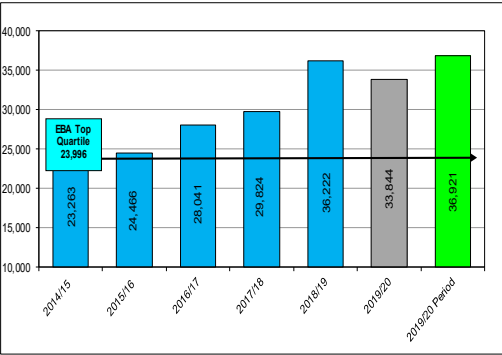
29. Processing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,700	10,913	10,774	A	Worse

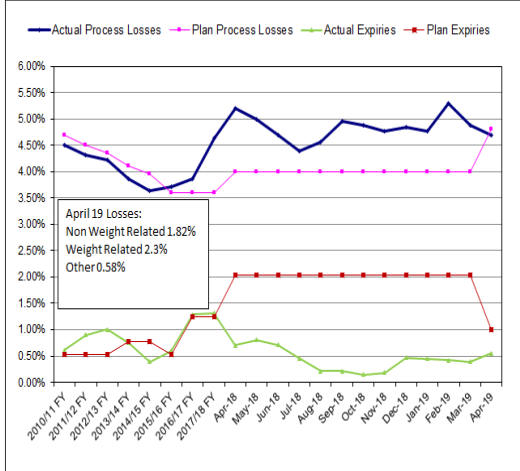


30. Testing Productivity : YTD and Current Month

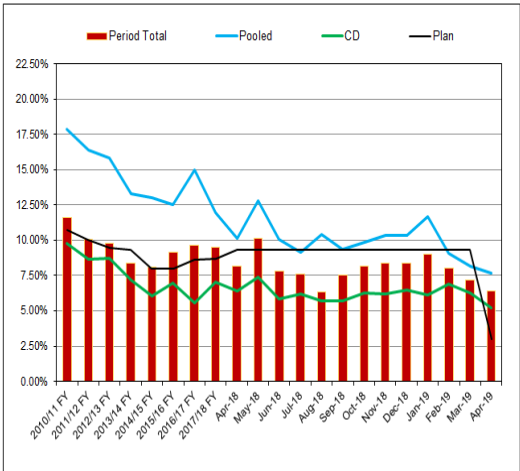
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	33,700	33,844	36,921	G	-



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



32. Percentage of Platelets Produced NOT Issued



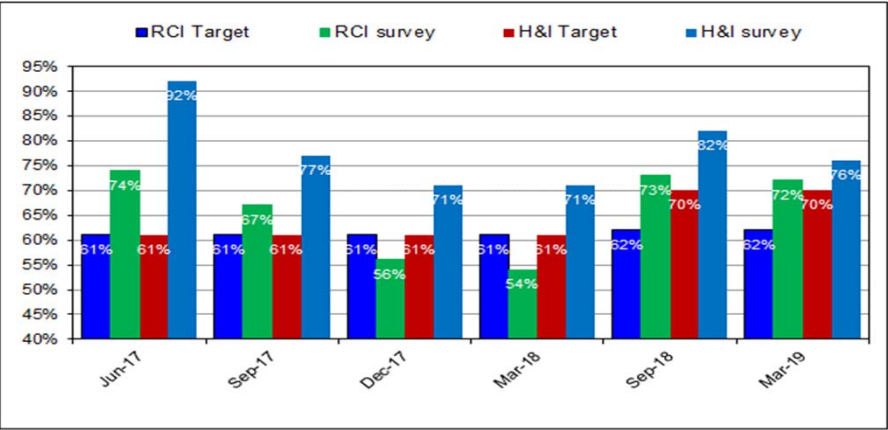
DTS – Group Level Indicators

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
DTS	Group Targets	DTS Total Sales Income £000 2019/20 Target £82.2m	G	-		6,598 v 6,442 plan in April 19
		DTS Number of Serious Incidents 2019/20 Target 0	G	-		None reported in April 19 v NIL target.
		DTS Number of Critical Regulatory Non Compliance 2019/20 Target 0	G	-		None reported in April 19 v Nil target.
		DTS Number of Major Regulatory Non Compliance 2019/20 Target 0	G	Better		None reported in April 19;

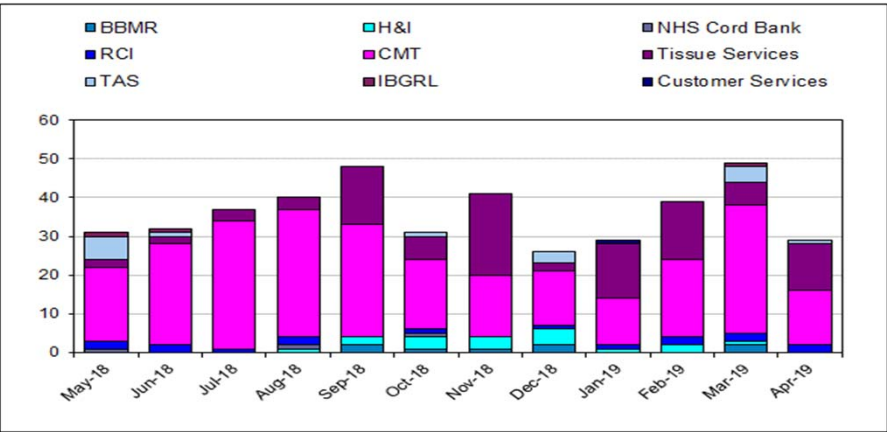
Key Messages / Issues for Attention:

- DTS is reported an I&E surplus of £0.3m in April, with most business units reporting an I&E contribution at or better than plan.
- Sickness absence in DTS was better this month at 2.4% with all SBUs better than the NHSBT target (4%), except for Tissue Services (4.6%).
- SABREs – one reported in DTS this month at IBGRL - predicted RhD negative tested as RhD positive at delivery - **chart 65 / slide 7**.
- Hospital satisfaction is reviewed bi-annually, with the next report due in September 2019 – **chart 39**.



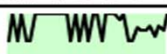
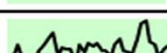
39. Hospital Satisfaction



40. Major QI's raised per month - DTS



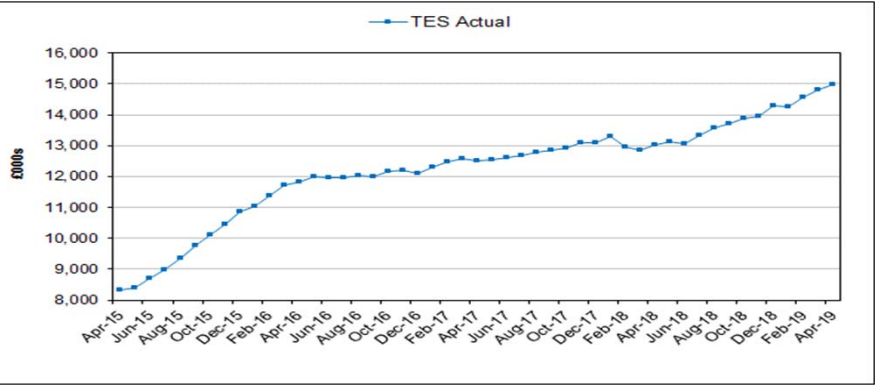
DTS – Tissue & Eye Services

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 16 On	PERFORMANCE
DTS	Tissue & Eye Services	TES Sales Income £000 2019/20 Target £15.1m	G	-		Performance better than plan n April 19 at £1.264m (vs £1.115m) – Chart 33
		TES Customer Satisfaction % Scoring > 9 or 10 2019/20 Target 70%	-	-		September 2018 – 85.7%. Next survey TBC
		TES On Time in Full (OTIF) 2019/20 Target 98%	G	-		100% OTIF performance in April 19 v 98% target.
		TES Cornea Stocks at End of Month 2019/20 Target 250	G	-		300 corneas in stock at end April 19 v 250 target; up from 287 in March 19 - Chart 43.

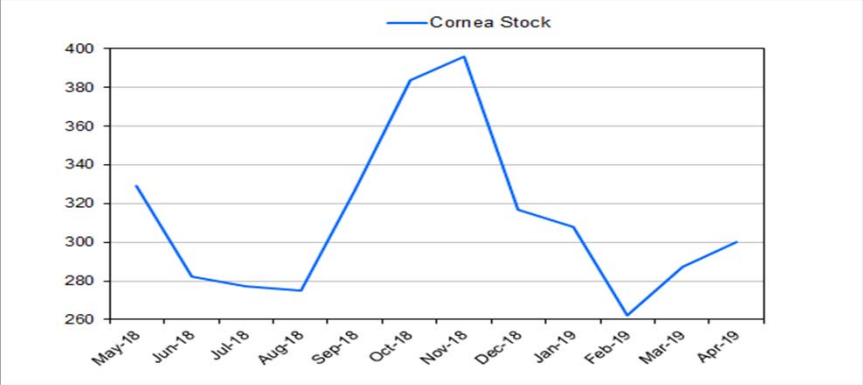
Key Messages / Issues for Attention:

- Income was 13.3% better than plan in the month and 16.6% higher than the previous year – **chart 33**.
- At a product level, strong performance seen in Corneas, ASE / AlloSE drops and skin offset by shortfalls in Femoral Heads, Cardiovascular and DBM.
- Eye bank stocks in April were 300 units and ahead of plan – **chart 43**.




33. Tissue and Eye Services Income (MAT)



43. Suitable Cornea Donations - Cornea stocks



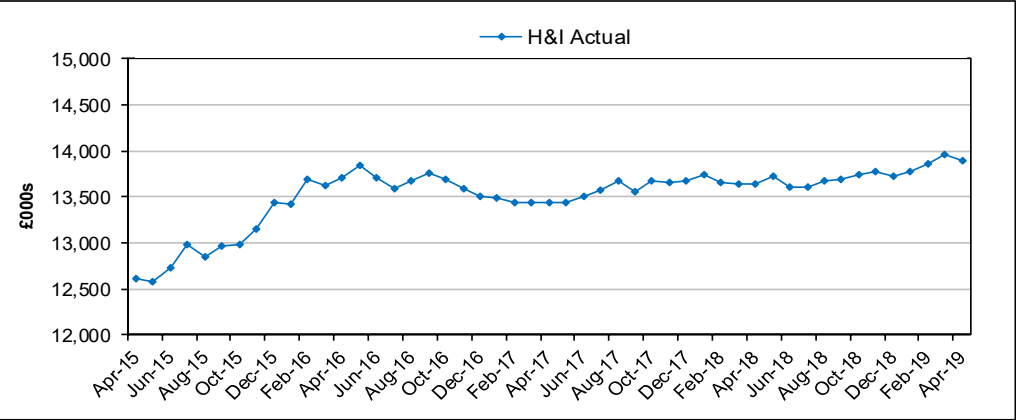
DTS – H&I

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 16 On	PERFORMANCE
DTS	H&I	H&I Sales Income £000 2019/20 Target £13.6m	R	Worse		Income in April 19 lower than target at £1.015m v £1.136 target – Chart 34
		Time to Type DBD and DCD Organ Donations 2019/20 Target 80%	G	-		At 90% in April 19 v 80% target; significant increase in performance from 79% in March 19.
		H&I Sample Turnaround v SLA by Month 2019/20 Target 95%	G	-		Performance better than target at 97.4% in month – Chart 38

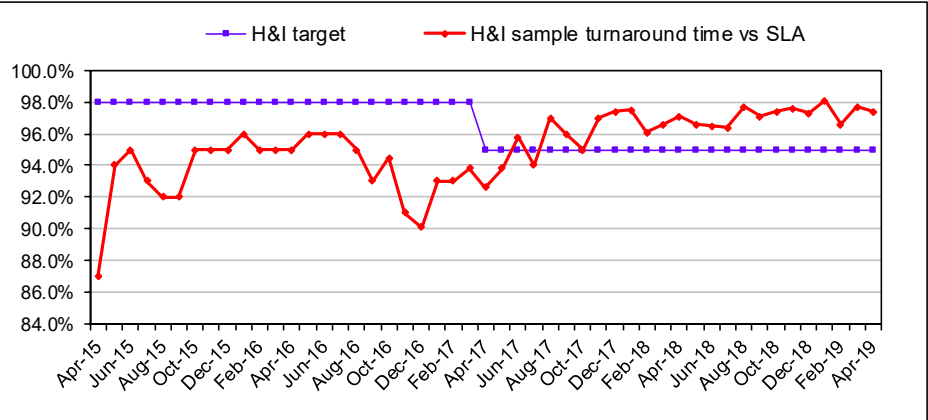
Key Messages / Issues for Attention:

- Income was 10% below plan and 6% lower than last year - mainly driven by lower service income – at a test level this is predominantly a combination of Solid Organ Routine Antibody testing; Class I and II types and Stem Cell related investigations – **chart 34**.
- Overall, H&I is reporting an I&E deficit of -£0.1m, which continues the adverse position from last year.
- Sample turnaround times were better than plan (97% vs 95%) and continue to improve – **chart 38**.

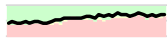
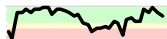
34. H&I Income (MAT)



38. Turnaround Time vs SLA (H&I)



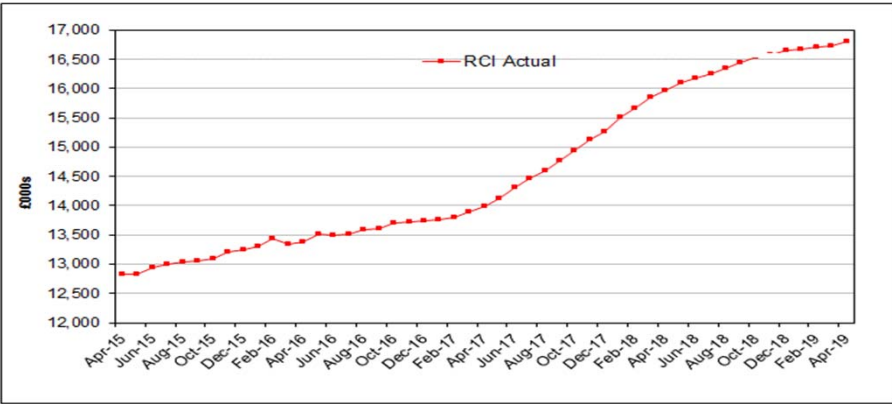
DTS - RCI

Division	Theme	Strategic Target	YTD RAG	RAG Change	Trend	Performance
DTS	RCI	RCI Sales Income £000 2019/20 Target £17.2m	G	-		Income in April 19 higher than plan at £1.428m v£1.392 target – Chart 34
		RCI Sample Turnaround vSLA 2019/20 Target 95%	G	-		April 2019 data - better than plan - Chart 37

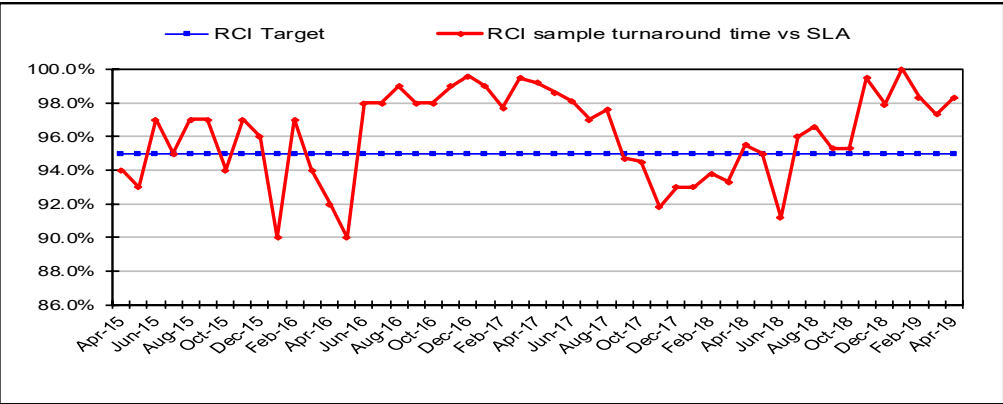
Key Messages / Issues for Attention:

- Income was 3% better in the month, and 6.5% better than the same period last year.
- All service areas above plan except for Antenatal Reference (albeit marginally below plan) - **chart 34**.
- Expenditure close to plan resulting in a small I&E surplus being reported at the month end.
- Sample turnaround times were better than plan in the month (98.3%) – **chart 37**.

34. Diagnostic Service Income (MAT)



37. Turnaround Time vs SLA (RCI) as at end March 2019



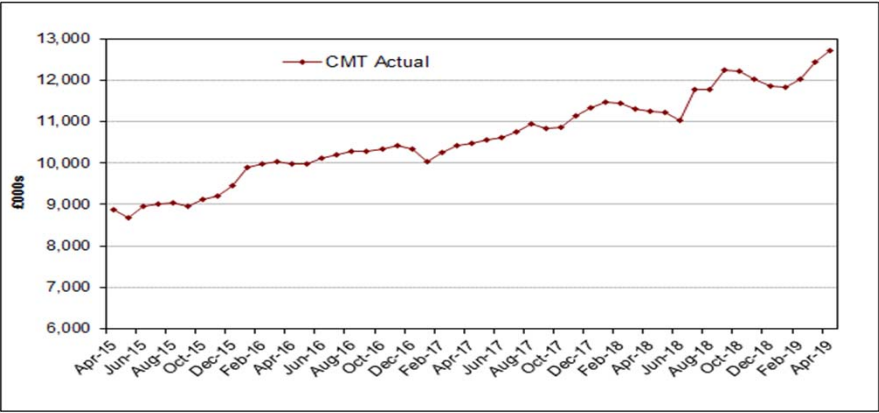
DTS - CMT

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
DTS	CMT	CMT Total Sales Income £000 2019/20 Target £13.3m	R	Worse		Total CMT income (CMT & CBC) behind plan in April 19 at £0.964m v £1.006m - Chart 35
		CBC Sales Income £000 2019/20 Target £2.3m	G	-		CBC income ahead of plan in April 19 at £0.129m v £0.121m
		CMT Hospital Satisfaction % Scoring >= 9 or 10 2019/20 Target 62%	-	-	No Data	Date of next survey to be confirmed
		CMT On Target in Full (OTIF) 2019/20 Target 100%	G	-		CMT OTIF performance continues at 100%

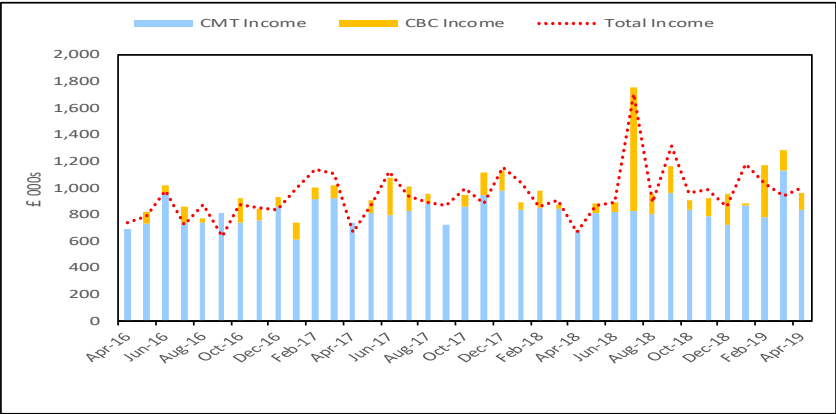
Key Messages / Issues for Attention:

- Income in the month was 4% behind plan - **chart 35**.
- Although Service income was below plan by 6% in the month, it was partially offset by ACT and CBC income which was marginally higher than plan.
- Expenditure was better than plan with CMT reporting a balanced I&E position for the month.

35. Stem Cells - CMT Income (MAT)



66. CMT Income - Service and CBC



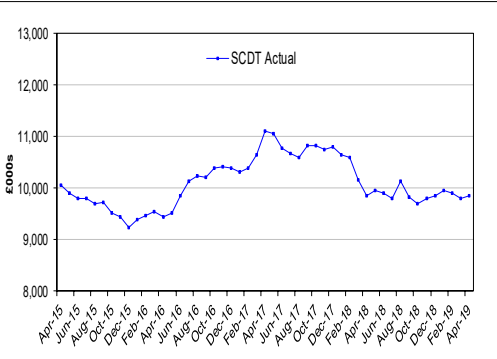
DTS - SCDT

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
DTS	SCDT	SCDT Sales Income £000 2019/20 Target £9.4m	G	-		Income performance ahead of plan in April 19 at £0.793m v £0.779m – Chart 35
		SCDT Increase in Banked Cords TNC > 140 2019/20 Target 972	R	-		Performance continues behind plan with 55 additions in April 19 v 81 target.
		SCDT BAME Cord Blood Additions to Bank 2019/20 Target 40%	R	Worse		38.2% BAME cords added in month v 40% target; down from 56.5% in March 19
		SCDT Cord Blood Issues 2019/20 Target 32	G	Better		8 units issued in April 19 (vs plan of 3) - Chart 42
		SCDT Adult Donor Provisions 2019/20 Target 240	R	-		17 adult donor provisions of bone marrow in April 19; below plan of 20 - Chart 41
		SCDT FIT Donors Added to Bank 2019/20 Target 10,000	G	Better		1,361 FIT donors added to bank in April 19 v 833 target.

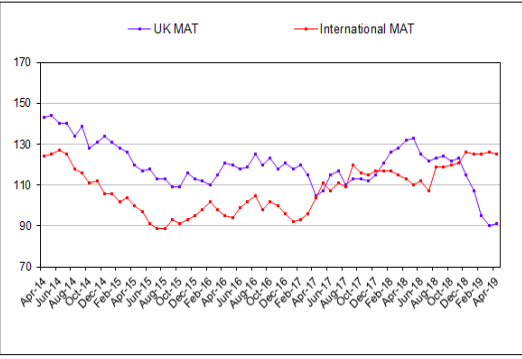
Key Messages/Issues for Attention:

- 55 clinically suitable cord units banked versus 70 planned – **chart 44**.
- 8 cords issued in the month, 5 ahead of plan (UK +1: International +4) – a significant improvement on previous months – **chart 42**.
- BBMR donor provisions 3 behind plan in the month (UK +1: International -4) – continues the trend seen through last year – **chart 41**.
- BAME cord donations banked at 38% versus 40% target but is expected to improve through year.
- Recruitment (Fit Panel Donors) better than plan for the month (1,317 vs 833) – annual target 10k.

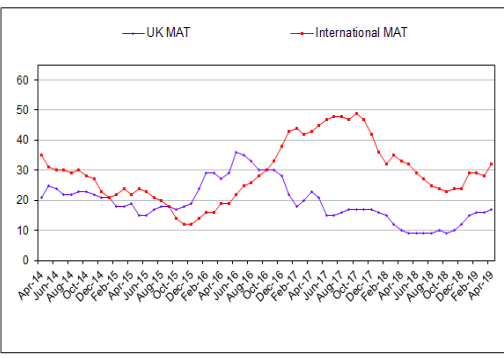
35. Stem Cells - SCDT Income (MAT)



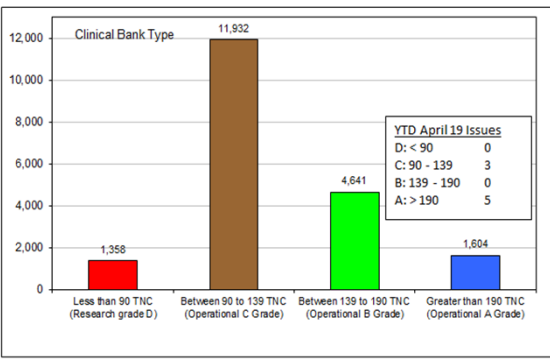
41. Adult donor provisions : UK and International - MATs



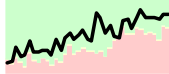


42. Issue of cord blood units : UK and International - MATs



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

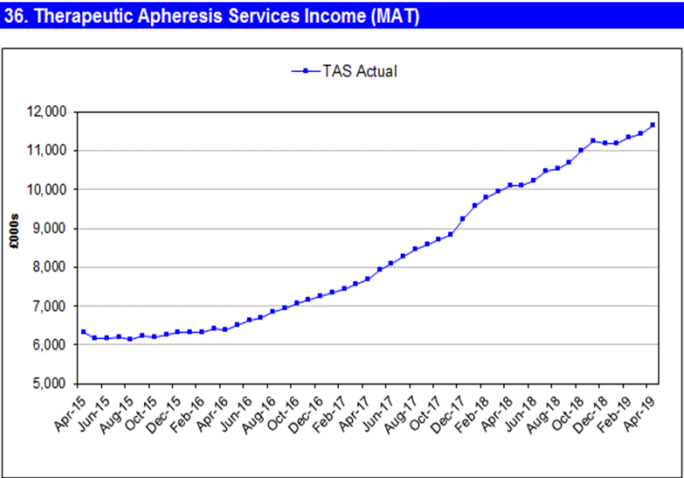


DTS - TAS


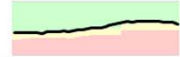

Division	Theme	Strategic Target	YTD RAG	RAG Change	Trend	Performance
DTS	Therapeutic Apheresis Services	TAS Sales Income £000 2019/20 Target £11.7m	G	-		Income performance continues above plan with £1.027m v £0.886m target in April 19 – Chart 36
		TAS Hospital Satisfaction % Scoring >= 9 or 10 2019/20 Target 68%	-	-		74% satisfaction vs target of 70% at March 18.
		TAS Patient Experience % Scoring >= 9 or 10 2019/20 Target 95%	-	-		December 2018 at 97% (vs 95% target)

Key Messages / Issues for Attention:

- Income was 14.8% ahead of plan in the month, and 28.5% higher than the previous year – **chart 36**.
- Favourable income variance primarily due to strong performance in plasma exchange (49% ahead of plan).
- TAS reported a favourable I&E contribution surplus of £0.2m.



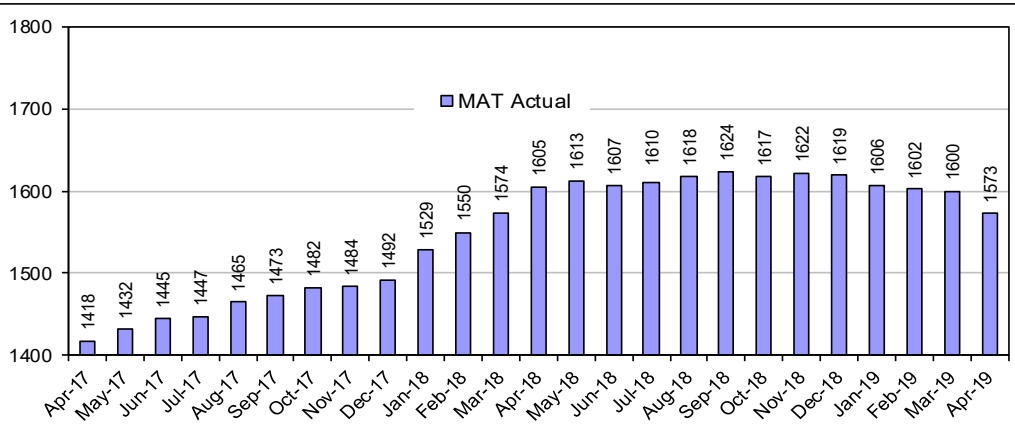
ODT – Deceased Donors (All)

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
ODT	TOT 2020 Key Outcome Measures	Number of Deceased Donors 2019/20 Target 1,740	R	Worse		117 deceased donors in April 19, down 28 on March 19 with 145; trending red - Chart 45.
		Deceased Organ Donors per million population (pmp) 2019/20 Target 26.0	A	-		Q4 FY 18/19: 24.28 pmp vs plan 24.3 pmp. April 19 23.7 v 24.3 target, trending amber.
		% Consent/Authorisation Rate (Total) 2019/20 Target 80%	R	Worse		Below target at 65.8% in April 19 and a drop in performance on March (69.6%) - Chart 47.

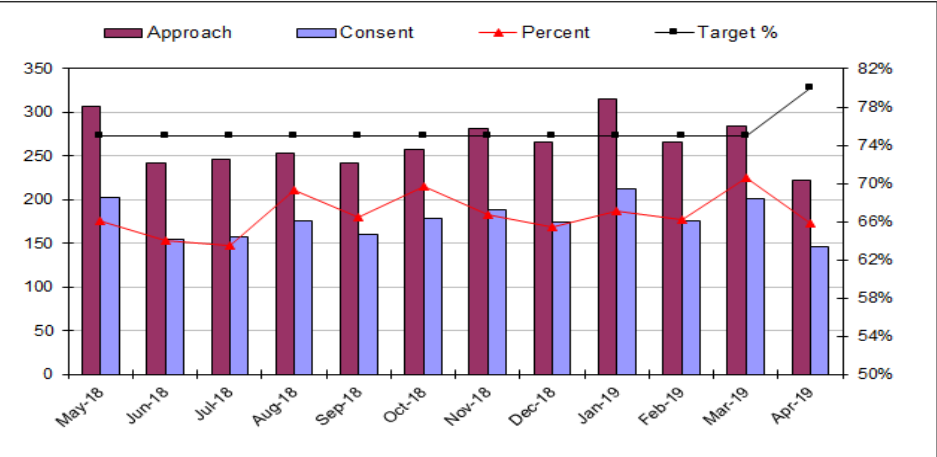
Key Messages / Issues for Attention:

- Deceased donors very low in April at 117 overall (71 DBD and 46 DCD). The MAT has now fallen to 1,573 – **chart 45**.
- Performance into early May has continued to be lower than plan.
- The number of eligible donors in April (416) was the lowest monthly number since October 2013.
- Consent was 66% overall in April 2019 – versus a 71% consent rate in April last year – **chart 47**.
- There were 31 missed referral opportunities in April, spread across 24 hospitals, 7 of which were in EDs. This is the lowest monthly number since August and is a further improvement on the average of 37 per month in 2018/19.
- There were 18 reported occasions where a SNOD/SR was not present for the formal organ donation discussion in April (6 DBD, 12 DCD).


45. MAT number of Deceased Organ Donors



47. Consent / Authorisation rate (DBD & DCD)



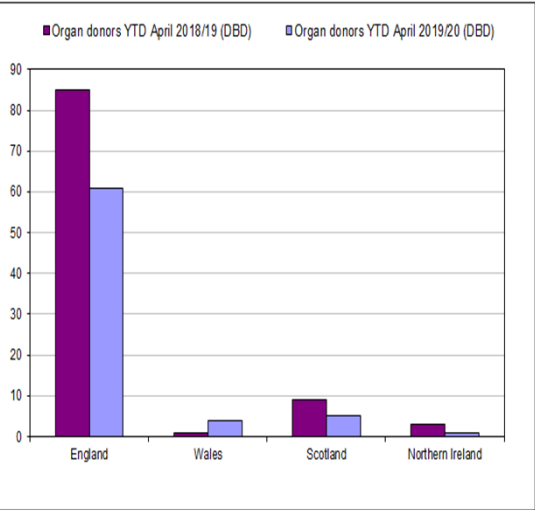
ODT – Deceased Donors (DBD)

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
ODT	TOT 2020 Key Outcome Measures	% Consent/Authorisation Rate (DBD) 2019/20 Target 83%	R	-		Below target at 71.6% in April 19 and little change on March 19 - Chart 52.

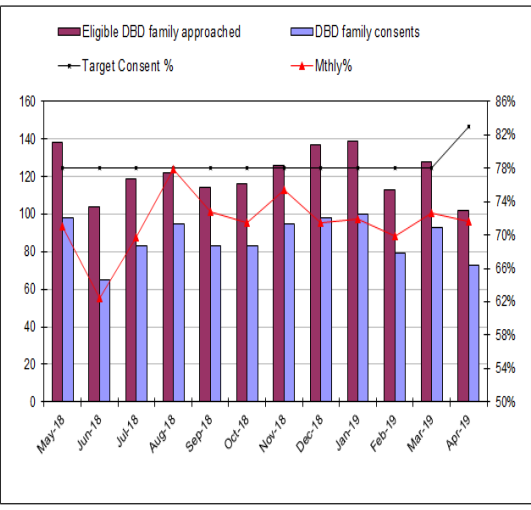
Key Messages / Issues for Attention:

- The trend in DBD donors is highly adverse – the MAT has fallen in the month from 962 to 935 and average donors per month to 77 from c80 – **chart 49 & 50**.
- Although the consent rate for DBD donors has remained above 70% this month (71.6%), this is significantly below the revised target of 83% - **chart 52**.
- Performance into early May has continued to be lower than plan and versus last year.

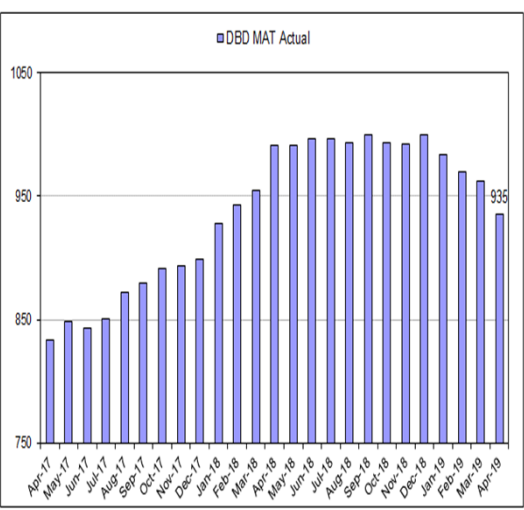
51. Deceased Organ Donors - By Nation (DBD)



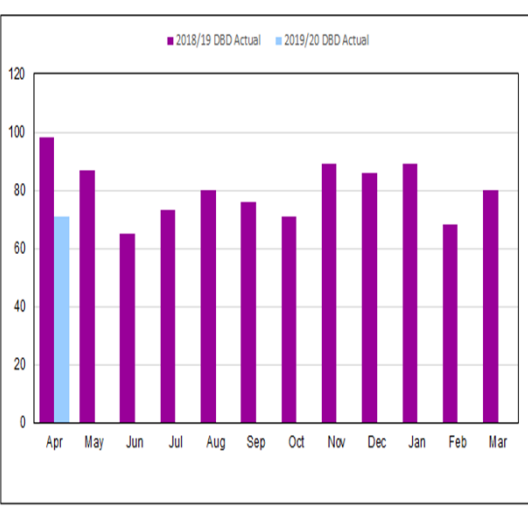
52. Consent/Authorisation rate (DBD) per month




49. MAT number of Deceased Organ Donors (DBD)



50. Deceased Organ Donors - Monthly (DBD)



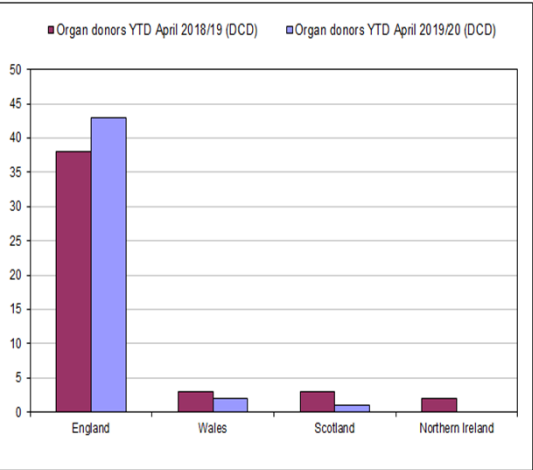
ODT – Deceased Donors (DCD)

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
ODT	TOT 2020 Key Outcome Measures	% Consent/Authorisation Rate (DCD) 2019/20 Target 77%	R	Worse		Behind plan at 60.8% in April 19 and 7 percentage points lower than March 19 (67.8%); trending red - Chart 56.

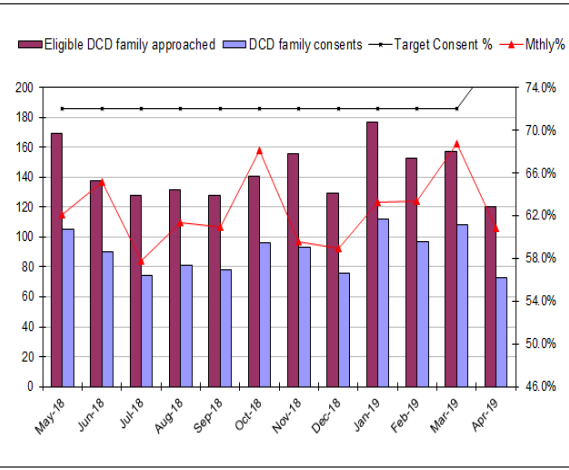
Key Messages / Issues for Attention:

- With 46 DCDs reported the MAT trend has remained unchanged this month at 638 – **chart 53 and 54**.
- Although the consent rate for DBD donors has remained above 60% this month (60.8%), this is below the revised target of 77% - **chart 56**.
- Performance into early April is marginally better than plan.

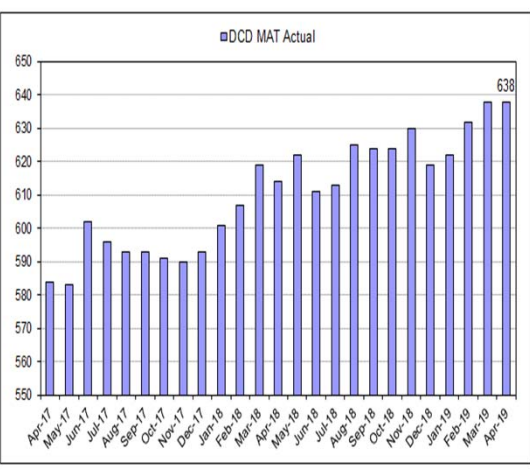
55. Deceased Organ Donors - By Nation (DCD)



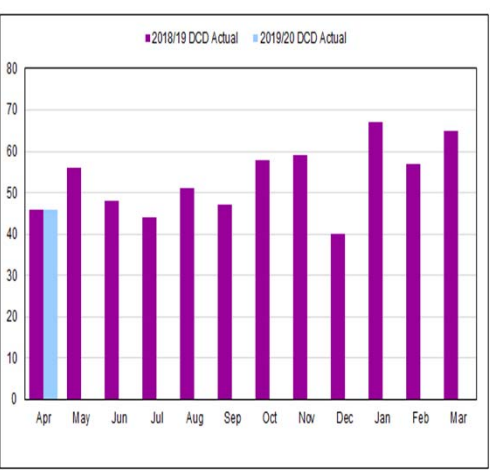
56. Consent/Authorisation rate (DCD) per month



53. MAT number of Deceased Organ Donors (DCD)



54. Deceased Organ Donors - Monthly (DCD)

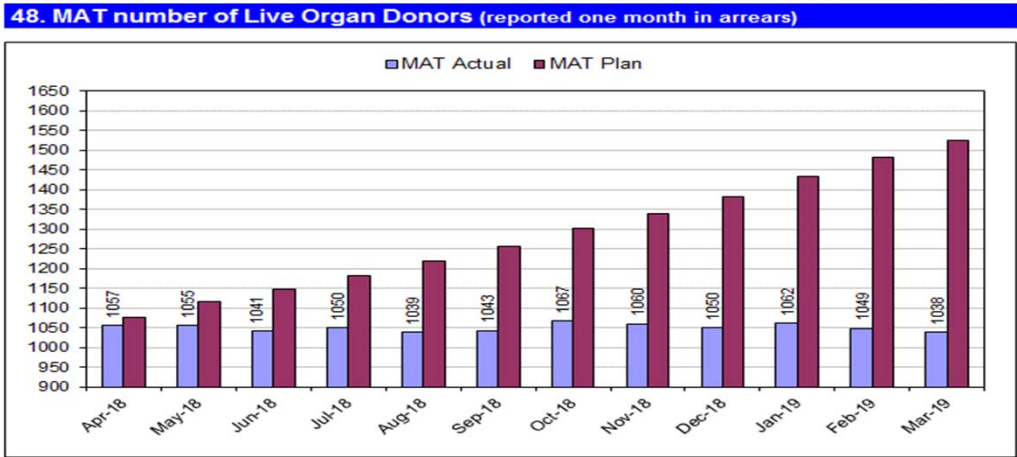


ODT – Living Donors (note - reported 1 month in arrears)



DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 16 On	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Number of Living Donors (reported one month in arrears) 2019/20 Target 1,740	R	-		Full Year to March 19: Below target at 1,038 (vs 1,524) – Chart 48.
		Number of Living Donors pmp (reported one month in arrears) 2019/20 Target 26.0	R	-		Full Year to March 19: 15.8 pmp vs plan 21.0 pmp. Next report July 19

Key Messages / Issues for Attention:

- In 2018/19 there were 1,038 living donors, a 1% decrease on the 1,051 in 2017/18 – **chart 48**.
- April's matching run was the largest to date and the highest number of non-directed altruistic donors (25) were included. 97 transplants were identified.
- Action plans for 2019/20 continue to focus on maximising transplant activity through the UKLKSS and patient and public engagement.



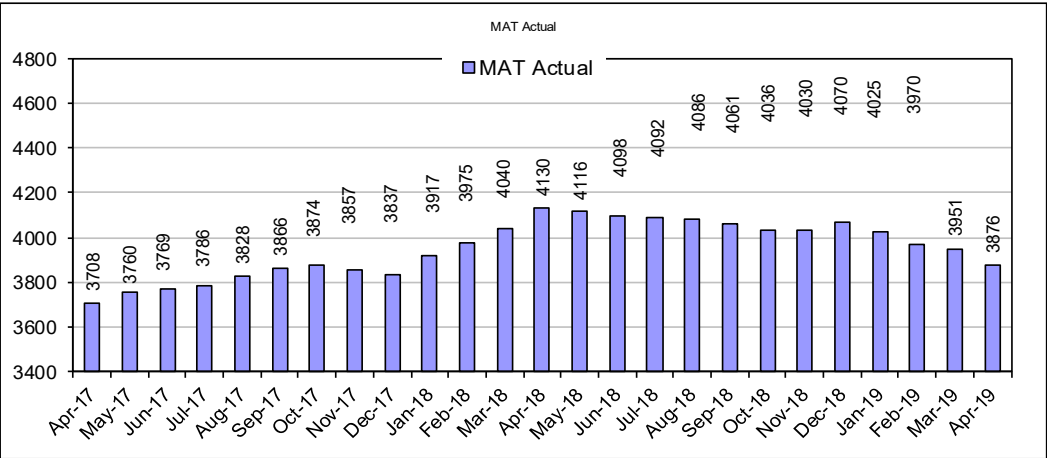
ODT – Deceased Donor Transplants

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
ODT	TOT 2020 Key Outcome Measures	Number of Organ Transplants - Deceased Donors 2019/20 Target 4,956	R	Worse		291 deceased donor organ transplants in April 19 v 413 target. Down 80 on March 19 at 371; trending red - Chart 46.
		Deceased Donor Organ Transplants pmp 2019/20 Target 74.0	A	Better		Q4: 60.0 pmp vs plan 66.5 pmp Next report Q1 19/20

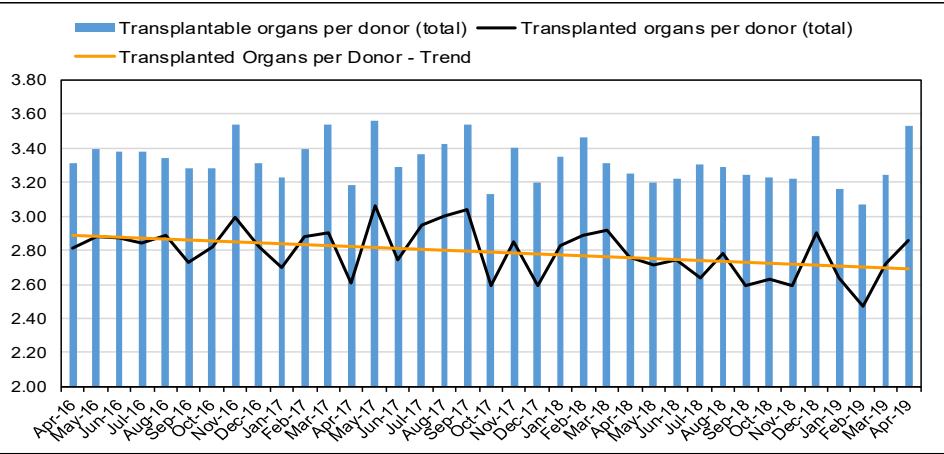
Key Messages / Issues for Attention:

- April activity was low (291), compared to April 2018 (371) and to the previous year overall (where 8 out of 12 months saw > 300 transplants in the month).
- The MAT trend continues to be sharply down (at 3,867) and is back at October 2017 levels - **chart 46**.
- Performance into early May has continued to be lower than plan.
- Transplanted organs continue to report an adverse trend – **chart 57**.
- There is a strong risk that deceased transplants will again be lower than the previous year in 2019/20.


46. MAT number of Deceased Donor Organ Transplants



57. Transplantable v Transplanted Organs per Donor



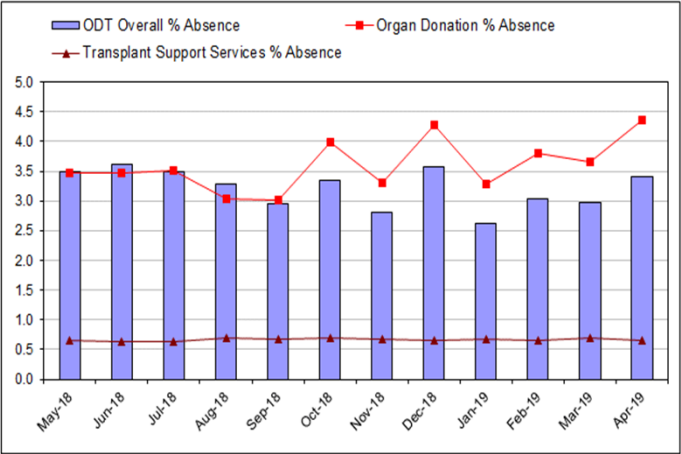
ODT – Corporate Level Indicators

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 16 On	Performance
ODT	TOT 2020 Key Outcome Measures	Cost per Transplant £000 2019/20 Target £16.1k	-	-		Awaiting data April 2019
		% of Population Having Had Conversation re Donation Decision 2019/20 Target 51%	G	-	No Chart	Annual Measure; at 48% v 49% target March 2019.

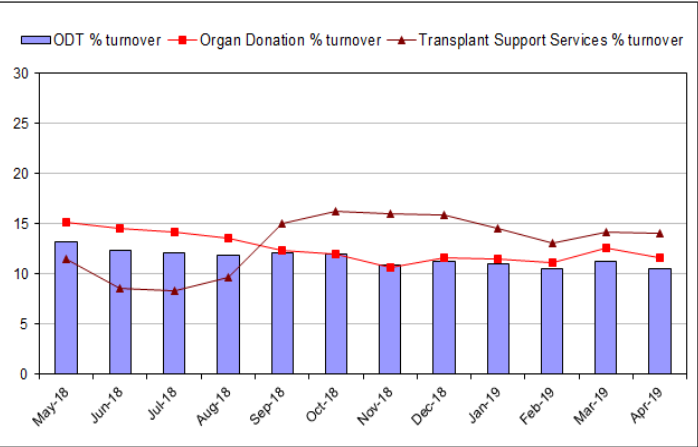
Key Messages / Issues for Attention:

- April was another high month for ODR opt-in overrides (overall 10 with 2 DBD and 8 DCD).
- Following a strong end to 2018/19, the consent rate for patients from black and Asian communities in April was just 27% (8 out of 30).
- In April there were c93k new opt in registrations and c42.5k new opt out registrations across the UK.
- The number of opt outs in April was a significant increase on previous months – a significant proportion of opt outs have been a result of messages circulating on social media and on private messaging platforms such as WhatsApp – **chart 58**.
- Sickness was at 3.4% (target 4%) and Turnover 11% (target 12%) – **charts 59 / 60**.

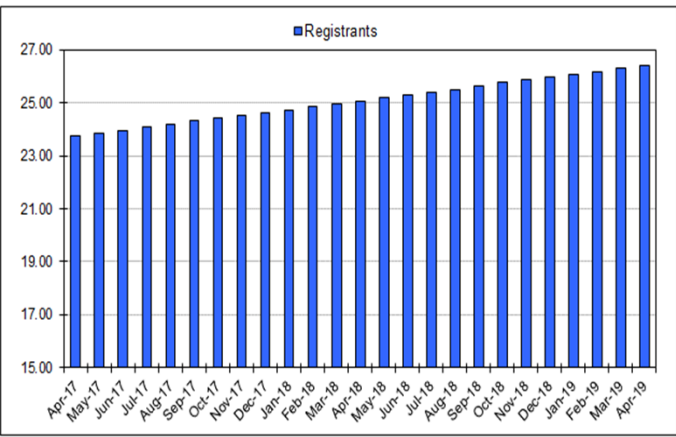
59. ODT Absence rate (%)



60. Annual Turnover rate (%)



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



NHSBT Corporate

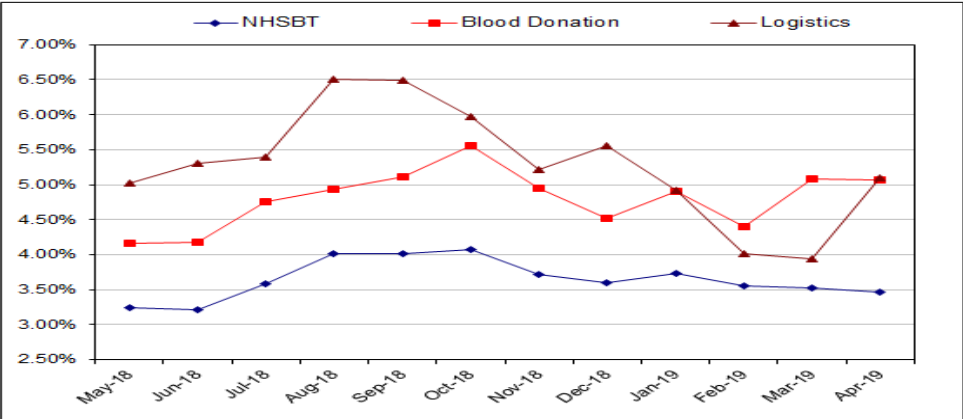
Corporate

- Sickness absence fell again to 3.46% in the month - **chart 64**.
- Quality management system overdue (>30 days) increased from 17 to 24 this month - **chart 63**.
- IT performance was adverse in April 2019 with unplanned downtime in both Pulse and the Donor Portal - **chart 61**.
- H&S Incidence rate (12 months to March 2019) for all work related lost time is 1.2 an increase of 0.1 from last month.

61. IT system performance

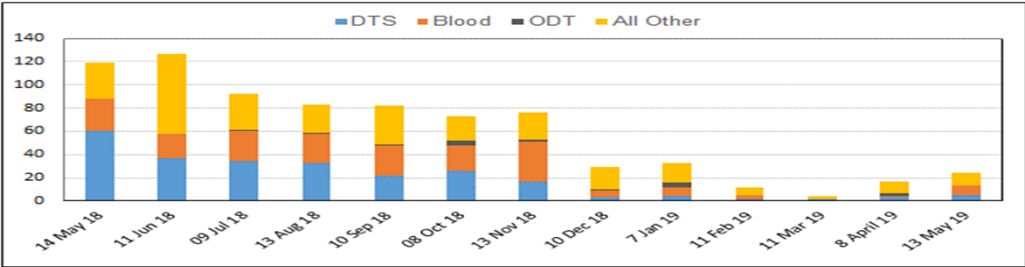
System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	99.48%	R	Worse
Pulse	99.95%	99.47%	R	Worse
OBOS	99.95%	100.00%	G	-
Hematos	99.95%	100.00%	G	-
EOS	99.95%	100.00%	G	-
NtXD	99.95%	100.00%	G	-
TMS	99.95%	100.00%	G	-

64. Sickness Absence



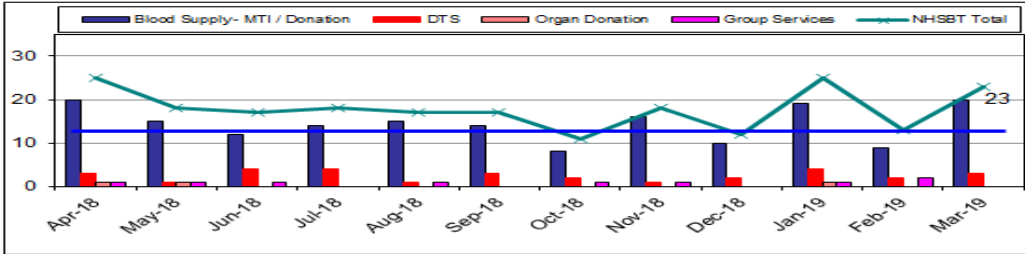
63. Quality System >30 days Overdue Items

Directorate (as at 10 Dec)	Documents	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
All Other	5	6	0	0	0	11
DTS	3	0	0	1	1	5
ODT	0	0	0	0	0	0
BD	3	3	0	0	0	6
M&L	2	0	0	0	0	2
Total	13	9	0	1	1	24



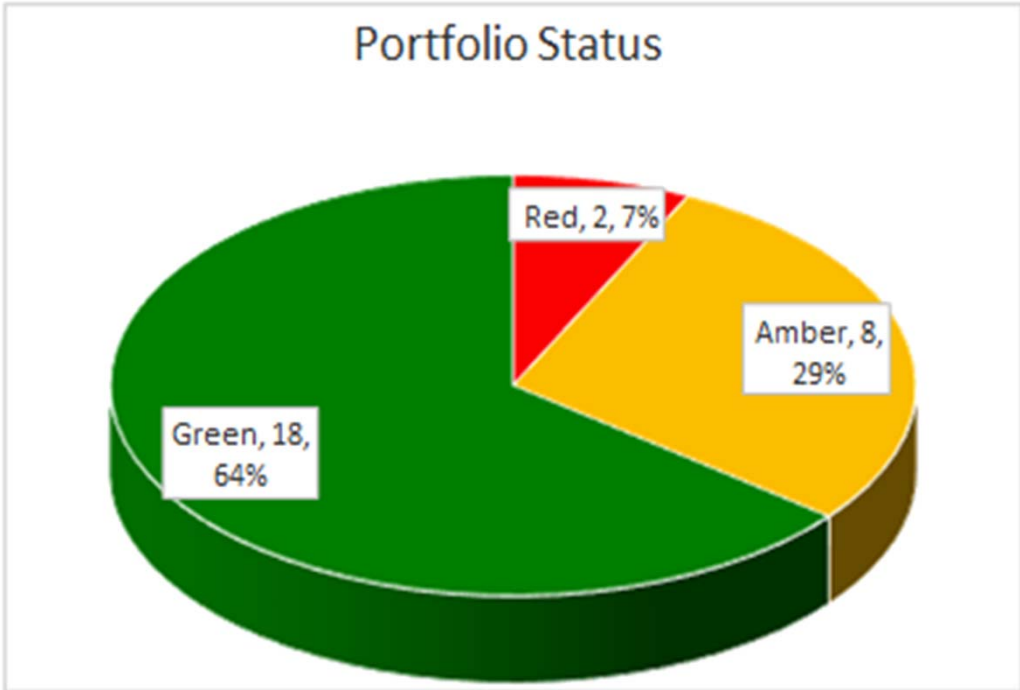
62. Health and Safety - Accident Reporting (one month in arrears).

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	14	<=9	15
M&L	<=4	7	<=3	5
DTS/SpS	<=1	1	<=2	3
Organ Donation	0	0	<=1	0
Group Services	0	2	<=1	0
NHSBT	<=18	24	<=16	23



Transformation Programme – Project Status

Transformation Programme Status		
This Month	Previous Month	◀ ▶



Transformation Programme - Overall Status Commentary:

- Overall Transformation Programme status remains Red although only two projects are now reporting Red status.
- CBC / Filton Extension project remains red awaiting final confirmation of costs via GMP which is expected towards the end of the month.
- Data Centre and Central Infrastructure Project is also reporting Red pending approval of an updated PRF. This includes additional costs for engaging a third party to validate the Data Centre strategy prior to a full scale procurement exercise for hardware and implementation partner. The project will revert to Green status next month – the PRF has been approved and Atos appointed to validate the strategy (starting 28 May).
- The ODT Hub Programme is reporting Amber, although it has recently encountered some performance issues with the BPMS platform. The programme team have escalated the issues to IT and are now assessing the possible impact of the issues on the planned go lives for Pancreas and Liver matching runs. As a result there is a risk that this may revert back to red status next month.
- GDPR is now reporting a Green status this month as a new revised plan, incorporating recommendations from the recent PwC review, has now been approved.

Risk Management System : as at 14 May 2019

Summary of residual organisational risks- 14 May 2019					
Certain 5		1	1		
Likely 4			3	2	
Possible 3		1	12	20	4
Unlikely 2		5	10	6	10
Rare 1		2	2	4	3
Likelihood	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Impact					

The main changes recorded since the previous report (13 April 2019) are:

- o The total number of risks has reduced from 88 to 86.
- o The number of P1 risks with a high residual risk score (≥ 15) has, again, remained at 7 this month.
- o No new risks have been added to the risk register.
- o Two risks have been removed from the risk register.
Comms 43 (2x2=4)
Comms 46 (1x1=1)
- o Movement in residual scores are as follows:

DTS-02: Score reduced from 3x4=12 down to 3x3=9
DTS-03: Score reduced from 3x4=12 down to 3x2=6
DTS-14:ML-09: Score increased from 3x1=3 up to 4x1=4
Comms 37: Score reduced from 2x3=6 to 2x2=4

Risk Code	Risk Description	Residual Score	Target Score
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 2020.	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 2020.	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, March 2020.	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 2020.	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 2020.	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 2020.	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 2020.	15	12

Risk Management Summary

CHANGES TO THE RISK ENVIRONMENT

The previous page provides a summary of the status of risks as captured by the Pentana system. Potentially catastrophic but very low probability risks continue to be:

Product and Service Safety: The key control mitigating the risk to product safety is NHSBT's Quality Management System, with further overall control over product and service safety provided by the CARE process. Quality assurance is generally improving.

Business continuity: i.e. the inability to supply due to loss of a key facility (primarily Filton, Speke); users being unable to access critical IT systems (e.g. Pulse, Hematos) or critical consumables becoming unavailable. The risk to supply represented by Pulse will increase over time as its constituent components age. The ageing IT infrastructure is an increasing risk to supply. The risk to consumables supply is increasing due to ongoing uncertainty around 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 & Transplant. These are mitigated by appropriate manual control checks. Risk is decreasing with the implementation of new systems (ODT Hub, SPiCE reporting of diagnostics results etc).

Sufficiency (Blood): Inability to supply through failure to deploy 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 maintenance of appropriate resilience. Risk is currently increasing due to increasing R₀ demand and the impact of the Interval/Compare studies on the management of donor iron testing.

Financial risk applies differentially across Blood Supply, Diagnostics and ODT:

Risk in **ODT** relates to the sufficiency of funding provided by the four UK governments to allow delivery of strategic targets. Risk is currently increasing due to increasing baseline costs, uncertainty re the nature of costs and duration of the ODT Hub programme and a funding gap versus expectations in 2019/20.

Pricing risk applies in **Blood and DTS** re 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 the limited number of efficiency projects in the Change Programme pipeline (and now exacerbated by employer pension cost increases).

Transformation risk exists in NHSBT's ability to safely execute planned changes without detracting from the safe delivery of business as usual. The risk profile is currently changing due to:

The halting of CSM in Blood (lower 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 particularly the implementation of the Data Centre Hosting project - higher risk).

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 provide support for early stage clinical trials in the UK (impact of CBC and Barnsley projects).