

NHSBT Operating Model Transformation – Overview

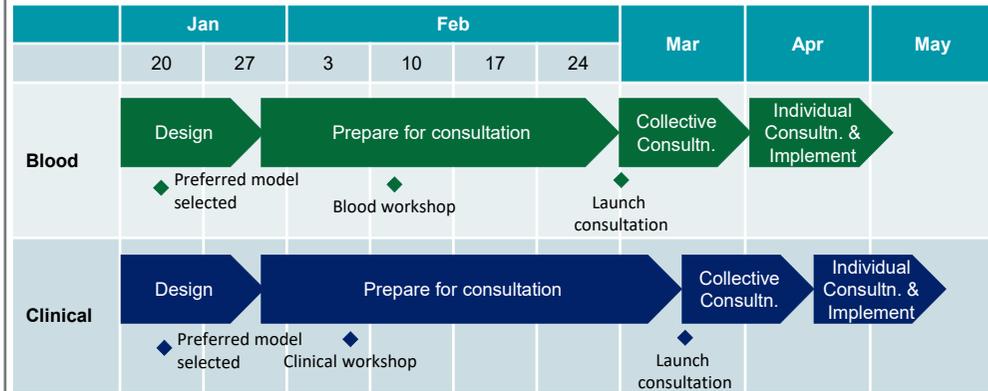
Project RAG:



Progress update

1. Organisation design activities are well progressed for Blood and Clinical Directorates. Designs are expected to be signed off at the end of January.
2. The approach to consultation for Blood and Clinical, and subsequent timelines for implementation of the new organisation structure will be discussed on 22 January.
3. Change and engagement activities are being planned to support impacted individuals through the change.
4. Planning for organisation design activities for subsequent directorates is being scheduled and will be based on lessons learned from the Blood and Clinical design process.

High level timeline



Upcoming activities

Organisation coherence session: Blood / Clinical: 22 January

Objectives:

- Discuss latest version of organisation designs
- Confirm consistency across the designs; internal interfaces, red lines & enablers
- Review outstanding issues between Blood / Clinical

Review potential approaches to consultation: 22 January

Objectives:

- Agree proposed approach to consultation, including risks, proposed timelines and next steps

Present designs to Executive Team: Blood / Clinical: 29 January

Objectives:

- Share proposal on organisation design for ET

Clinical organisation design workshop: 6 February

Blood organisation design workshop: 10 – 11 February

Objectives:

- Obtain feedback from workshop attendees on the operating model
- Share information about next steps
- Agree the role of workshop attendees as leaders in the change

Upcoming key milestones

Workstream	Milestone	Milestone type	Forecast date	Status
Blood	Preferred model selected	Organisation design	22/01/2020	On track
Clinical	Preferred model selected	Organisation design	22/01/2020	On track
General	Consider how consultation will be coordinated across directorates	HR	22/01/2020	On track
Cross Directorate	Outstanding clinical governance issues resolved	Organisation design	29/01/2020	On track
Cross Directorate	Outstanding Chief Nurse issue resolved	Organisation design	29/01/2020	On track
Donor Exp	Complete interview for Director of Donor Experience	HR	31/01/2020	On track
Clinical	Clinical design workshop	Organisation design	06/02/2020	On track
Blood	Blood design workshops on 10/02 and 11/02	Organisation design	10/02/2020	On track



Risks for discussion

Id	Short Description	Impact Description	Owner	Pre-Mitigation			Mitigation Actions:	Current State		
				Prob.	Impact	Factor		Prob.	Impact	Factor
R016	There is risk that the change causes uncertainty, low morale and distracts employees from focusing on operational performance	A negative impact on products and services provided to patients either directly or indirectly by NHSBT	All Directors	4	4	16	Multiple interventions underway including weekly briefings and 1:1s to maintain engagement throughout the transition and to pro-actively resolve potential issues which might lead to a negative impact on products and or services	2	4	8
R014	There is a risk of increased employee turnover during the period of organisational uncertainty	Increased attrition of key employees having a negative impact on products and services provided to patients either directly or indirectly by NHSBT	All Directors	4	4	16	<ul style="list-style-type: none"> A high level of involvement of key people in the design process which was undertaken in an open and transparent manner. Iterative design allowing people to contribute ideas. Increased 1:1's with relevant directors and key employees. 	2	4	8
R015	There is a risk of lack of engagement from the trade Unions resulting in delays and introducing complexity for the implementation	Increasing the duration of organisational uncertainty	Shane White	3	3	9	<ul style="list-style-type: none"> Op Model is a standing item at SPCs and JOs. Established monthly calls with Trade Union leaders specific to the Op Model changes Sharing all employee comms with TUs in advance In the process of agreeing implementation approaches with Trade Unions 	2	3	6

Issues for discussion

ID	Workstream	Raised By	Date Raised	Issue Description	Impact Description	Resolution Action	Owner
I002	All	Gail Mifflin	16/01/2020	There are a number of critical design hot-spots which have not been resolved eg.how Clinical Governance will be managed	Organisation design activities is unable to complete in time and consultation is delayed	Work is underway with relevant stakeholders to actively address hotspots	Gerry Gogarty