

# NHSBT Board Performance Report

June 2020

Contents	Page
1.Performance Headlines	2
2.Blood Supply (inc. Director commentary)	3 – 14
3.DTSCS (inc. Director commentary)	15 – 21
4.OTDT (inc. Director commentary)	22 – 27
5.Group Services	28
6.Financial Report	29 - 34

# Performance Headlines

Note: Divisional RAG reporting (versus pre-Covid-19 targets) suspended

<b>Blood Supply</b>		<b>Organ and Tissue Donation &amp; Transplantation</b>	
<p>Red cell stocks, in total and at blood group level (except AB negative), remain at or above target. Red cell demand is currently at 25k units/week units (versus pre Covid-19 expectations of 27k/week). Collection capacity is also currently ca 25k/week and constrained by the impact of social distancing on session and the high number of collection staff that are sick or isolating.</p> <p>If issues are at forecast (increasing slowly to be at normal levels in September), and collections continue at 25k/week, total stock would fall into the red band in mid-August with A pos and O pos falling into red in late July. Attention continues to focus on increasing the size of sessions, securing new, larger venues and actions to increase / improve availability of staff, including additional recruitment.</p>		<p>There were 95 proceeding deceased donors in June, versus the 60 donors recorded in May. This compares to 112 donors recorded in June 2019.</p> <p>At least one organ was transplanted from every proceeding donor with the proportion of non-proceeding donors lower than usual. These are indications that careful consideration of the donor pool and appetite for risk has resulted in improved utilisation of donor organs.</p> <p>There were 268 deceased donor transplants in June, versus the 164 recorded in May. This compares to 301 deceased transplants recorded in June 2019.</p> <p>TES recorded an increase in income through June with hospitals completing more trauma cases (less so fore core orthopaedic and ophthalmic demand). Orders for ophthalmics are starting to grow slowly and orthopaedic customers are planning more surgery from August/September.</p> <p>TES forecast to complete the year with a deficit of £4.1m which is £2.65m adverse to plan.</p>	
<b>Clinical Services</b> (Diagnostics, Therapeutic Apheresis and Stem Cells)		<b>Corporate</b>	
<p>Demand remains below pre-Covid-19 levels across all the services areas. Despite higher staff absence, service levels continue to exceed target. Although demand has improved through June, as hospitals have started to restore elective activity, the impact on income levels remains significant.</p> <p>Income was £0.8m worse than plan in June with H&amp;I continuing to be the most impacted. Expenditure was £0.5m better than plan in-month, predominantly as a result of lower non-pay costs from reduced activity levels.</p> <p>Year-to-date income is now £3.1m adverse to budget but, due to the favourable position on expenditure of £1.5m, the overall income and expenditure position is £1.6m worse than plan.</p> <p>The year-end I&amp;E position is forecast at Q1 at £8.3m deficit, £2.2m below plan.</p>		<p>Year to date NHSBT is reporting a surplus of £0.5m, £2.1m better than budget. This is largely driven by lower than planned spend on activity related variable costs and the change programme, offset by lower than planned income, particularly in Clinical Services. The cash position is strong and reserves are being maintained.</p> <p>At Q1, NHSBT is forecasting a full year I&amp;E deficit of £15m, £4.5m better than budget.</p> <p>Covid-19 related absence rate peaked at 13% at end of March and has since fallen to 4% by the end of June, albeit this excludes staff who are self isolating.</p>	

# BLOOD SUPPLY - Director Report – June 2020

## Key Issues / Action for attention:

### CUSTOMER SERVICES

- NPS score was 87.1 against a target of 83.0
- Donor Satisfaction was at 84.9% against a target of 75%
- Complainants per million were at 0.41% against a target of 0.59%
- OTIF in June was above target at 98.67%

**SAFETY & COMPLIANCE** – All metrics are within target YTD

### COLLECTION & STOCK

- 111,399, 101% to Business Plan target. However, below YTD at 311,347 against Business Plan target of 314,091. Pre-Covid target for June was 125,562.
- Average days of stock in June were 7.6 days, average days of stock in July so far is 6.9 days.
- Average A+ stocks in July so far are 5.6 days
- Average O+ stocks in July so far are 5.1 days
- Actual issues was 2% higher than forecasted demand

**SICKNESS ABSENCE** - M&L Absence was 9.6% (4.5% sickness, 5.1% COVID related). BD Absence was 12.8 % (4.2% Sickness, 8.56% COVID related)

**CANCELLATIONS PER MILLION APPOINTMENTS** - 7.63% in June compared to 11.22% in May

**WASTAGE** – Overall component loss rate reduced significantly to 3.3% from 4.92% in May and a high of 7.95% in April the reduction was driven primarily by lower Platelet and Red Cell expiries and is now a levels comparable with those pre-COVID

**PRODUCTIVITY** – All four measures of productivity (Collections, Manufacturing, Hospital Services and Testing) were 10-15% below target in June.


## Developments re strategic risk:

- Currently no red risks.
- Test and Trace Risk Reviews completed across Blood Supply Chain. Hotspots to be discussed at the BOLT in July.
- Initiative to increase collections back to pre-Covid levels by end of July; any additional risks, issues, challenges, not captured already being discussed.

## PROJECTS

Convalescent Plasma – the project is operational and scaling up. High levels of Blood Supply resource are committed to the project. 1000<sup>th</sup> unit issued 2606  
Majority of non Covid-19 related projects are paused.

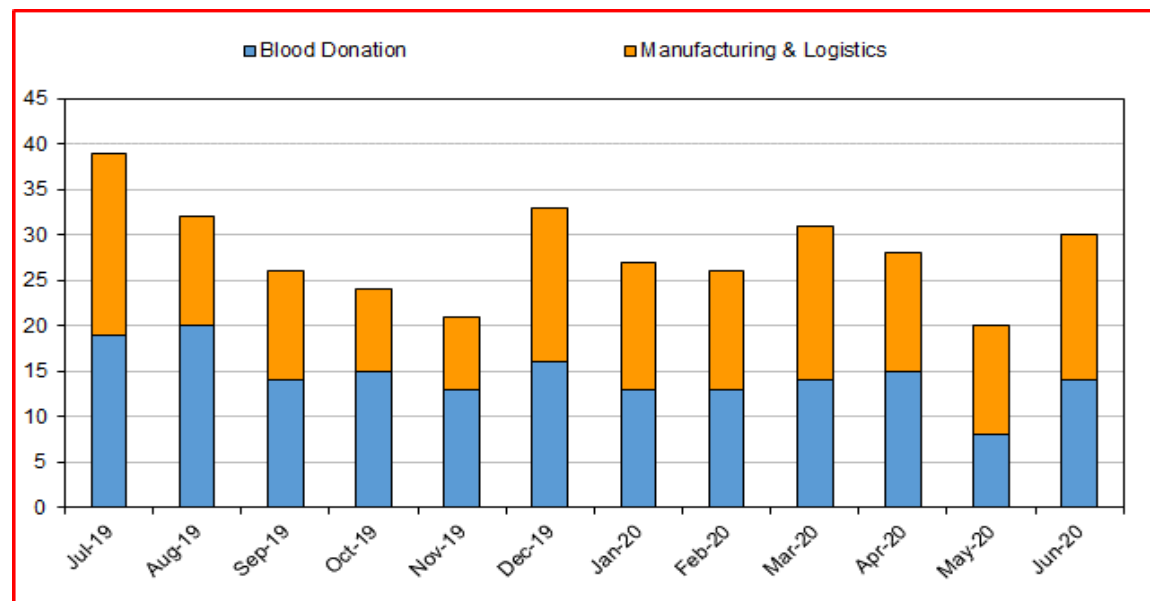
# BLOOD SUPPLY – Safety & Compliance

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	Blood Supply Number of Critical & Major Regulatory Non Compliance Target = 0	G		No Chart	0 reported YTD v NIL Target.
		Blood Supply Serious Incidents Target = 0	G		No Chart	0 reported YTD v NIL Target.
		H&I % Patients Receiving A or B1 Grade Matched Platelets YTD Target = 75%	A			73.7% YTD v 75% target

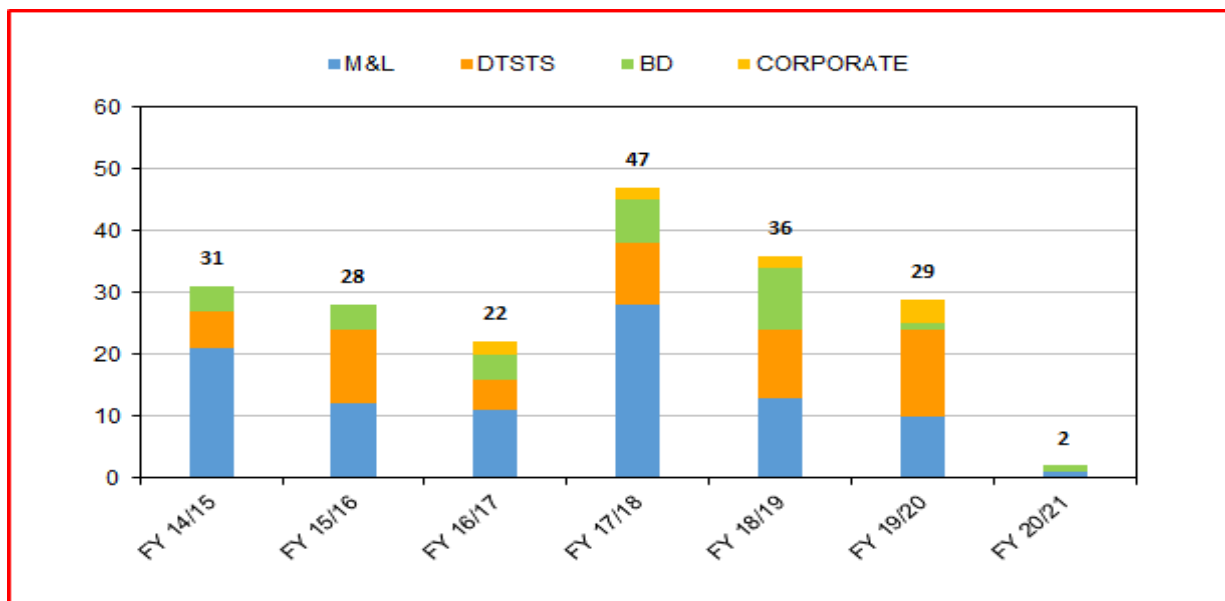
## Key Messages / Issues for Attention:

- No SABREs reported by NHSBT in June. Year to date SABREs remain at 2 (1 in BD and 1 in M&L) – chart 3.
- No critical or major regulatory non compliances reported in June 2020. External inspections are currently taking the form of desk top review of documentation.
- As a result of increased demand, and the impact of the convalescent plasma project, the % of patients receiving a A/B1 HLA platelet match has dropped to 65% in June. This will be monitored by CARE.

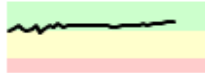

## 1. Major QIs raised per month - Blood Supply



## 3. Reports to SABRE



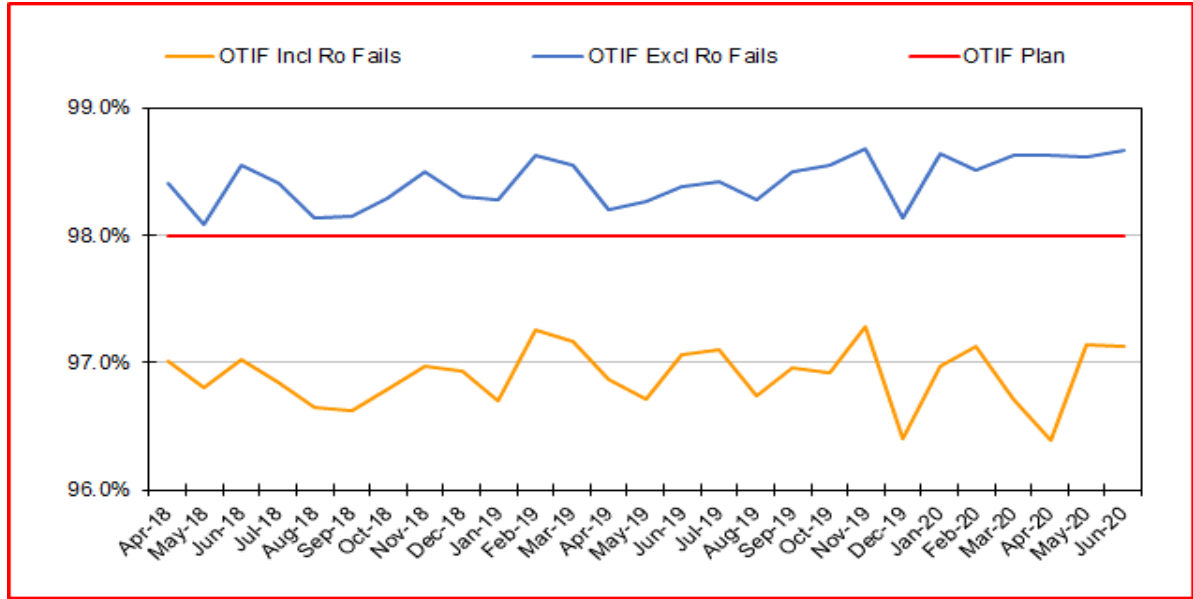
# BLOOD SUPPLY – Customer Service

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Supply Chain Operations	On Time In Full (OTIF) Excluding Ro YTD Target = 98%	G			OTIF 98.6% YTD v 98% target - chart 4.
		M&L Hospital Satisfaction Score >= 9 or 10 Target = 70%	-			77% for 6 months to September 19 - chart 5 March 2020 survey cancelled due to Covid-19.

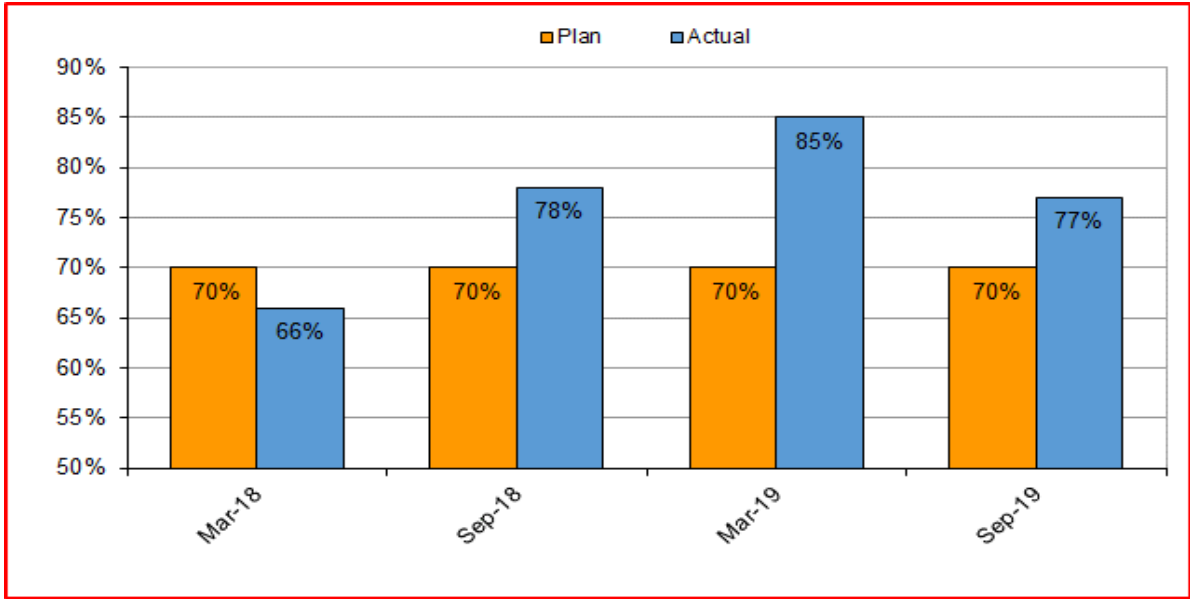
### Key Messages / Issues for Attention:

- OTIF in June, excluding Ro ‘in full’ fails, remains strong at 98.7% and above the target of 98% - **chart 4**
- The March 2020 Hospital Satisfaction survey was cancelled due to the impact of Covid-19. The next survey is scheduled for September 2020.

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



### 5. Hospital Satisfaction



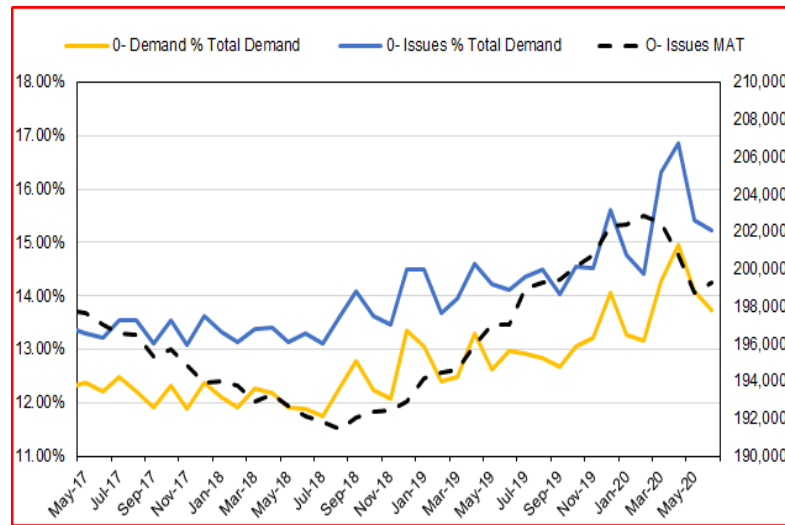
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

# BLOOD SUPPLY – Red Cell Demand

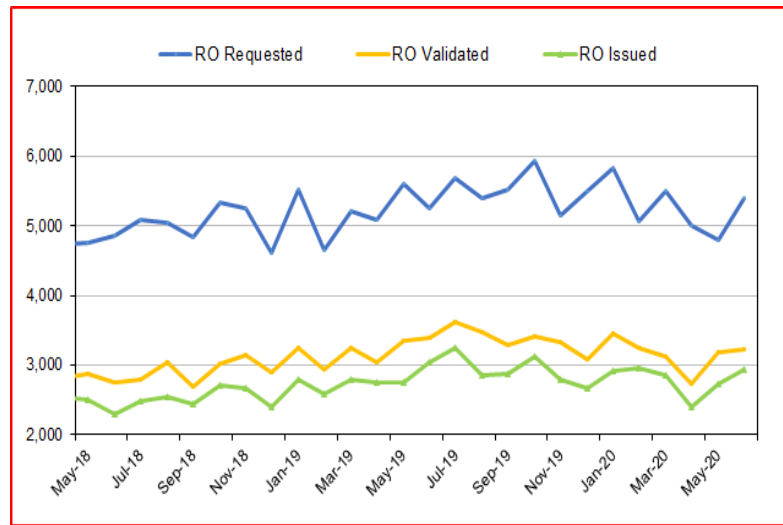
## 6. Red Cell Supply - Year to Date by Blood Group

Blood Group	2020/21 - YTD June 2020	2019/20 - YTD June 2019	Change
A Neg	24,236	27,965	-13.3%
A Pos	83,658	101,332	-17.4%
AB Neg	1,847	2,309	-20.0%
AB Pos	5,463	7,220	-24.3%
B Neg	8,675	9,226	-6.0%
B Pos	23,753	27,462	-13.5%
O Neg	47,002	50,158	-6.3%
O Pos	102,038	124,023	-17.7%
<b>Total</b>	<b>296,672</b>	<b>349,694</b>	<b>-15.2%</b>

## 9. O neg Red Cell Issues & Demand as % of Total



## 10. Ro Red Cells Demand, Validated and Issued

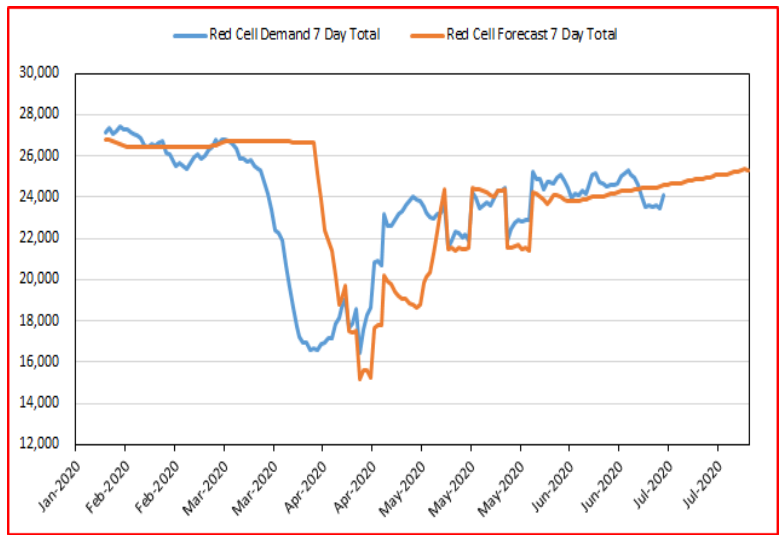


### Key Messages / Issues for Attention:

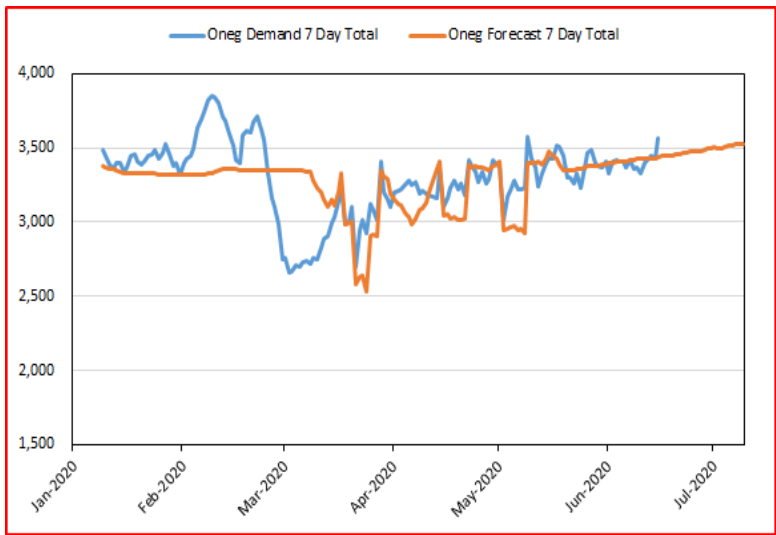
- Overall, red cell demand for Q1 was 4.7% higher than forecast. At a group level O negative demand was 4% lower than forecast and R<sub>o</sub> demand also 7.8% lower. Whilst demand remained suppressed in April and May due to Covid-19, demand in June has recovered to ca 90% of pre Covid-19 levels.
- Red cell issues for the year to date were, however, 15.2% lower than in June 2019 – **table 6**. Issues are approximately 25k/week versus the pre-Covid plan of 27k/week.
- Although O negative demand is lower in absolute terms, the O negative proportion of total demand remains high and was at 13.8% in June. Whilst overall absolute demand is lower this does not present a challenge for collection/stocks, so long as it reverts back to plan levels post Covid-19.
- R<sub>o</sub> collections were 54% of that required to meet total demand in June, a decrease from 57% in May. The gap between R<sub>o</sub> requested and issued therefore increased with a consequent increase in O negative substitution.

# BLOOD SUPPLY – Demand trends during Covid-19 versus revised forecasts (as at 9 July 2020)

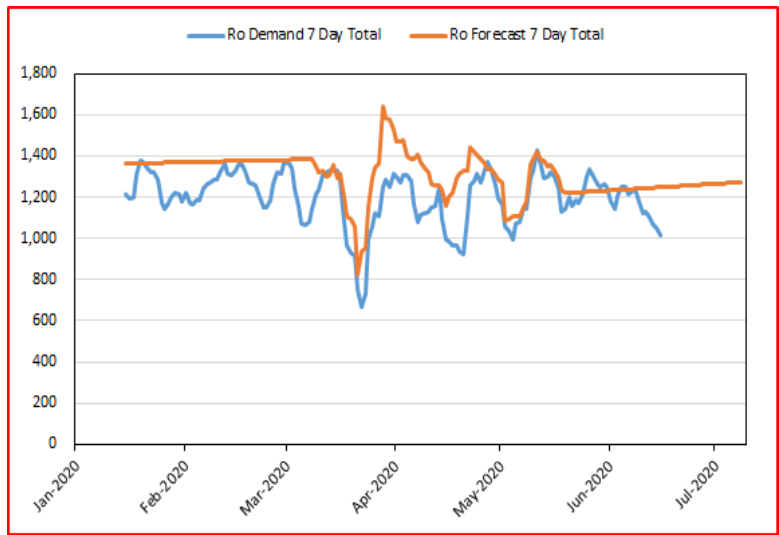
Red Cell 7 Day Moving Demand



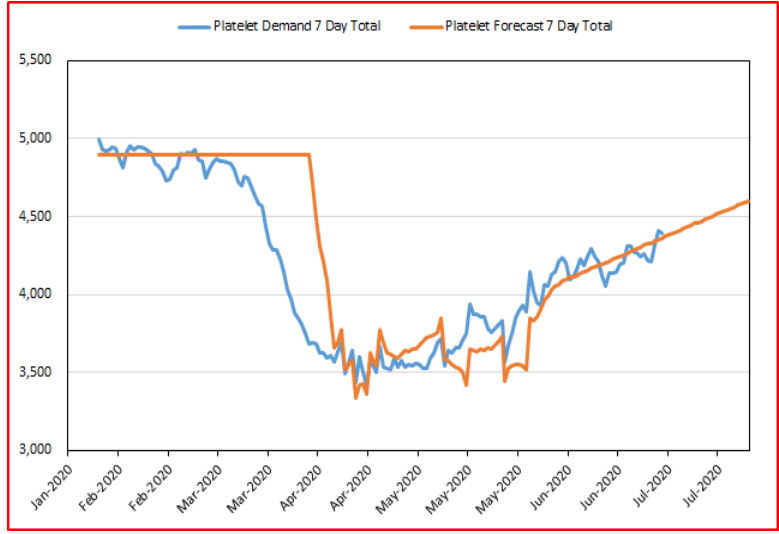
Red Cell O negative 7 Day Moving Demand



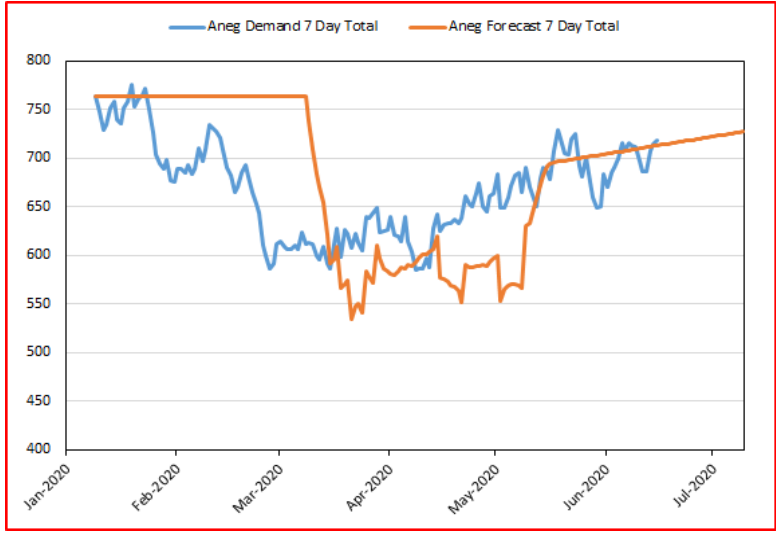
Red Cell Ro 7 Day Moving Demand



Platelet 7 Day Moving Demand



Platelet A negative 7 Day Moving Demand



Platelet HLA 7 Day Moving Demand



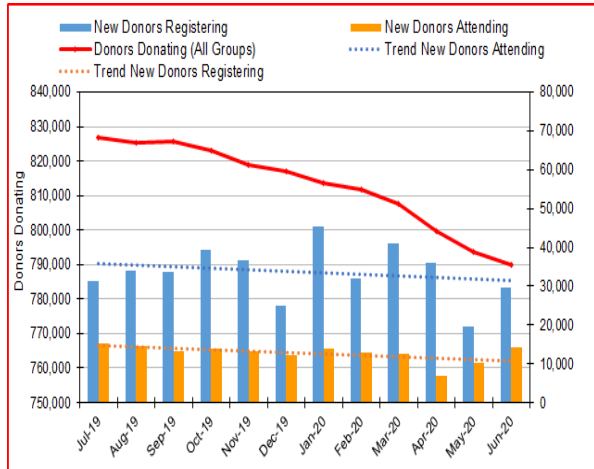
# BLOOD SUPPLY – Whole Blood Donor Base

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	Blood Donors Donating in Last 12 Months - All Groups Target = 807,336	R			790k YTD v 812k target – chart 19.
		Donation Frequency All Groups Target = 1.80	G			1.77 YTD v 1.80 target - chart 19.
		Blood Donors Donating in Last 12 Months O Negative Target = 117,124	A			113k YTD v 114k target - chart 20.
		Donation Frequency O Negative Target = 1.83	R			1.9 YTD v 1.83 target – chart 20.
		Blood Donors Donating in Last 12 Months Ro Kell Negative Target = 26,881	R			22.4k YTD 24.2k target - chart 22.
		Blood Donors Donating in Last 12 Months B Negative Target= 21,750	R			21k YTD 21.6k target

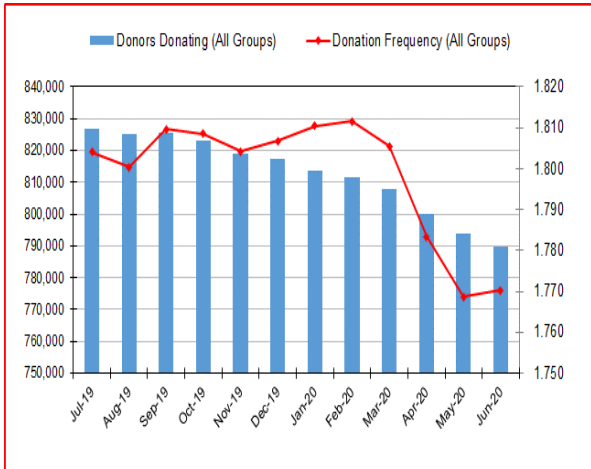
## Key Messages / Issues for Attention:

- The number of **active** blood donors, in total, and in the key target groups, continue to fall as a result of the reduction in appointment slots (due to reduced staffing and social distancing on session). Detailed modelling of the donor base, without any additional marketing action, indicates that this should improve as the number of appointments opens up, with active O negative donors, in particular, expected to increase to target levels (118k donors) by mid 2021.
- As above the Ro Kell neg donor base continues to decline, although the donor base was flattening prior to Covid-19. This will require attention post Covid-19 based on the action plans generated by the RIDE (McKinsey ) review.

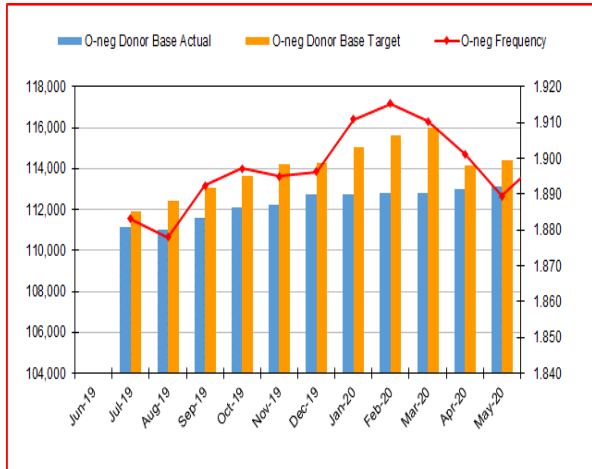
19.Donor Base All Groups



20. Total Donor Base and Donation Frequency



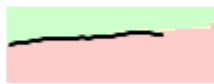
21. O - Donor Base and Donation Frequency



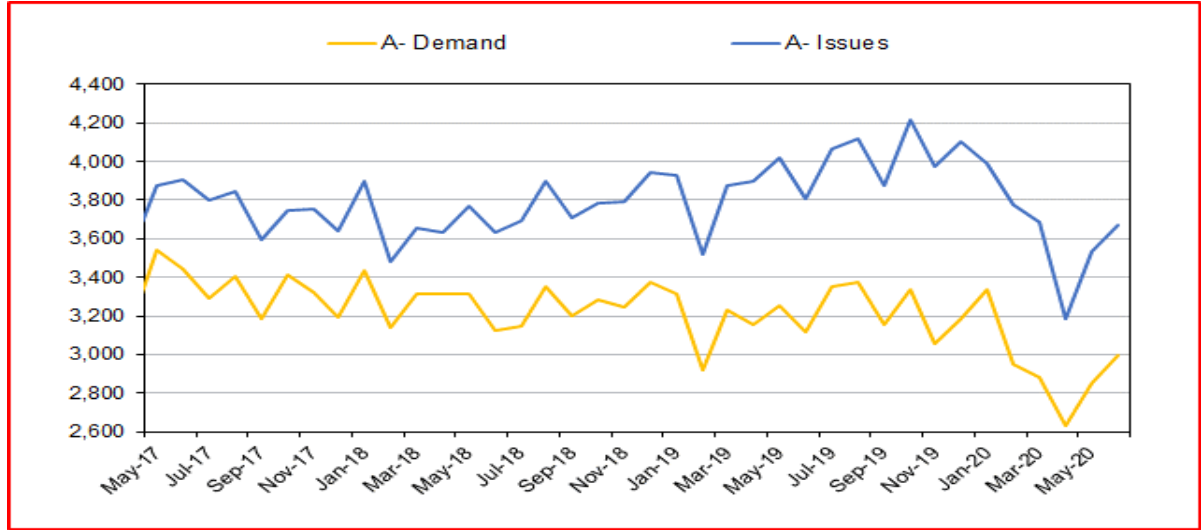
22. Ro Kell Neg Donor Base and Frequency



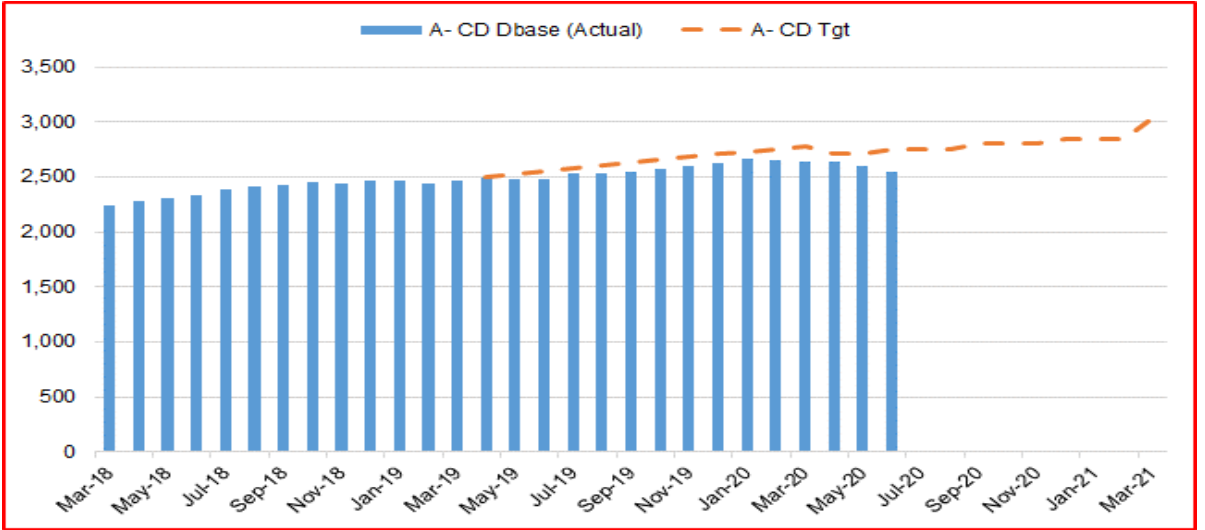
# BLOOD SUPPLY – Platelet Demand & Donor Base

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	A Negative Apheresis Donors Donating in Last 12 Months Target = 3,033	R			2,550 YTD v 2,756 target - chart 23.

## 12. A neg Platelet Demand and Issues



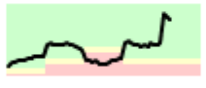
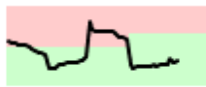
## 23. A- CD Platelet Donor Base



Key Messages / Issues for Attention:

- Platelet demand is recovering faster than expected with Q1 demand 1.1% above forecast, primarily driven by A negative and HLA matched platelets - **see page 7**.
- The increase in demand for HLA matched platelets is impacting safety targets (**page 4**) - increasing collection capacity will reduce the number of slots offered to Convalescent Plasma collection over the coming weeks.
- The number of A- CD donors continues to run below target. Additional A- CD donors are required to remove the pressure on pooling / wastage of A- and AB- red cells – **chart 23**.

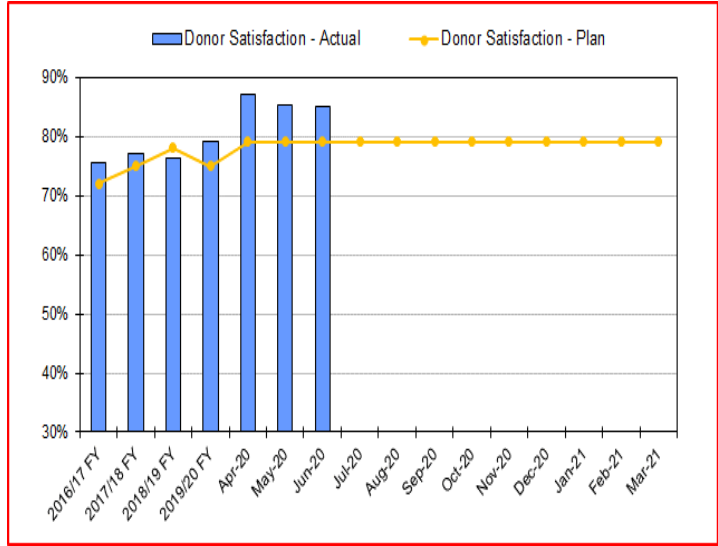
# BLOOD SUPPLY – Collection Performance

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	YTD Blood Donor Satisfaction Score >= 9 or 10 Target 75%	G			86% satisfaction YTD v 75% target - chart 13
		Complaints per Million Whole Blood Donations YTD Target = 0.59%	G			0.41% complaints YTD v 0.59% target - chart 14

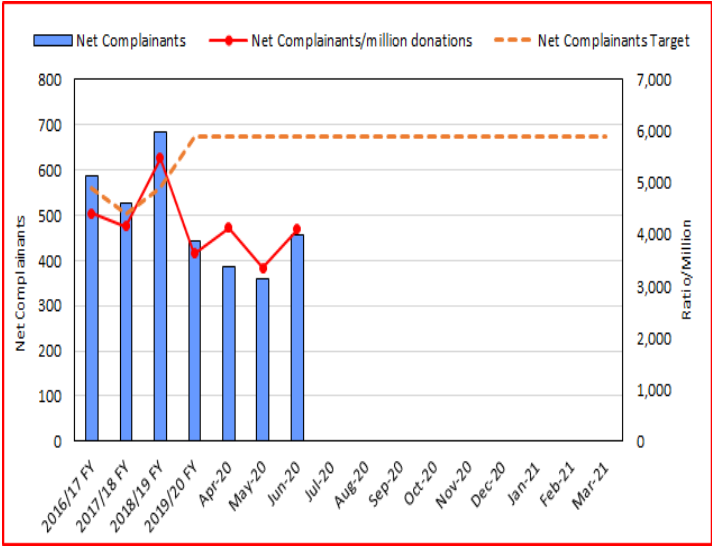
## Key Messages / Issues for Attention:

- Collection forecasts continue to be reviewed weekly. Due to staff availability, and the introduction of social distancing within collection sessions, collection is now at ca 25k units/week. Plans are focused on generating an additional 1.5k/week through improving staff availability (including recruitment of 50 additional staff) and locating larger collection venues.
- Donor satisfaction remained steady at 85% in June, well above target of 75% – **chart 13**.
- However June saw a spike of complaints from donors who had not been informed of session changes or their appointment being cancelled – **chart 14**.

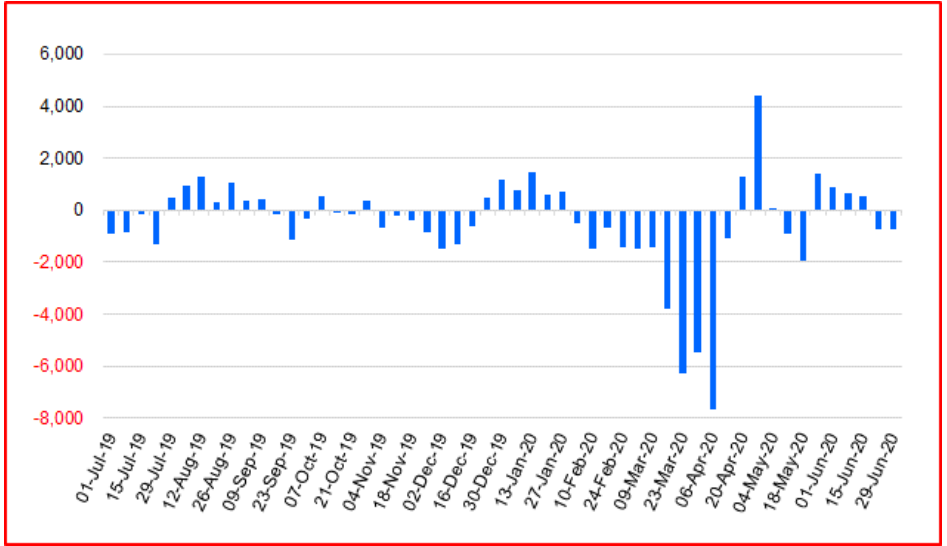
13. Donor Satisfaction



14. Donor Complaints



24. Overall Weekly Collection Variance to Plan



RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

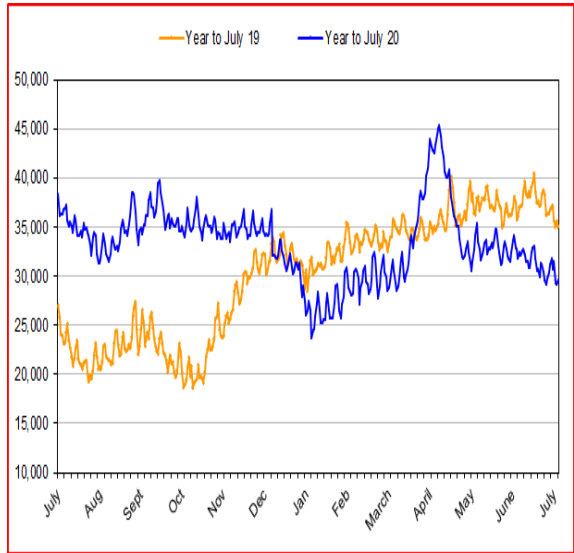
# BLOOD SUPPLY – Stock Levels

Division	Pillar	Blood 2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 17 On	Performance
BLOOD SUPPLY	Supply Chain Operations	Red Cell Blood Stocks Alert < 4.5 days Target = 0	G			0 red cell stock alerts YTD v Nil target - chart 17.
		Platelet Stock Alert < 1 days Target = 0	R			3 Platelet stock alerts YTD v Nil target - chart 18. B negative on 15/16 & 25/26 April; 15/16 May.

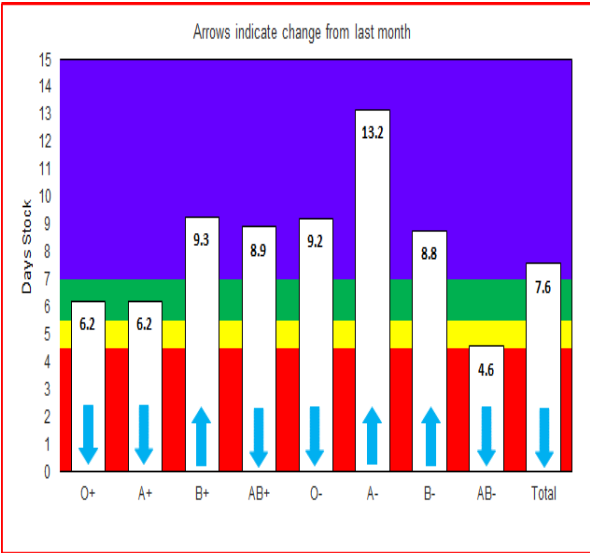
## Key Messages/Performance/Issues for Attention:

- Overall red cell stock levels remained above target throughout June with all groups except AB negative at green or above target – **chart 16**.
- Forecasts continue to be updated on a weekly basis to assess the impact of fast moving changes to demand alongside the introduction of social distancing on sessions (from 1 April) and the impact of the convalescent plasma project. The BOLT meeting is now every two weeks.
- Platelet stocks also remain strong with no stock alerts recorded in June (3 alerts in the year to date).

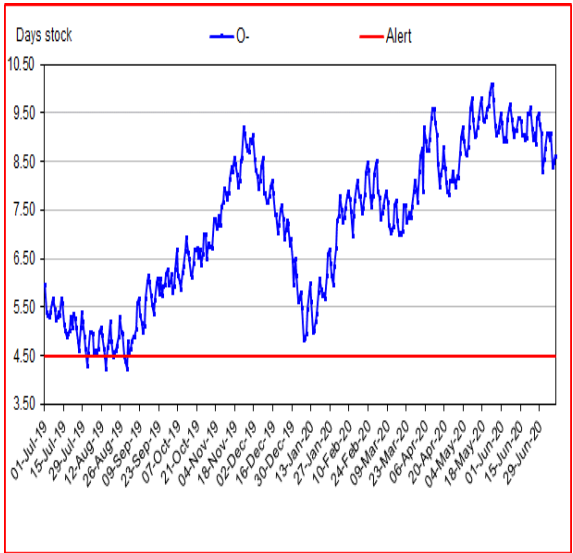
15. Red Cell - Blood Stocks (Units)



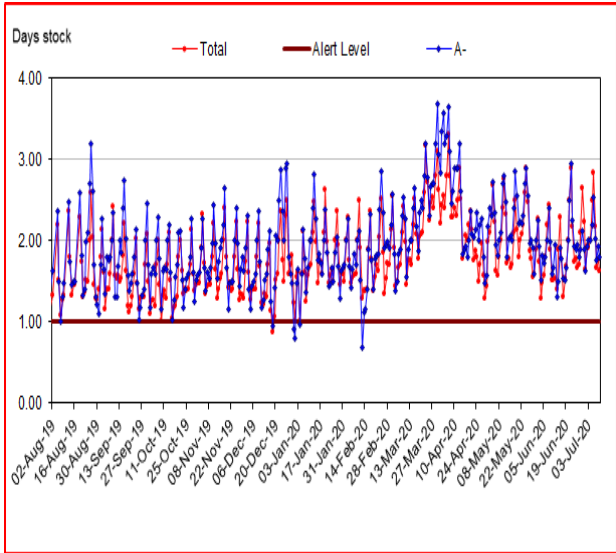
16. Average Red Cell Stock by Blood Group



17. Red Cell - O neg : weekday stock levels


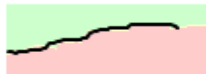


18. Platelet - Total & A neg : weekday stock levels



RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

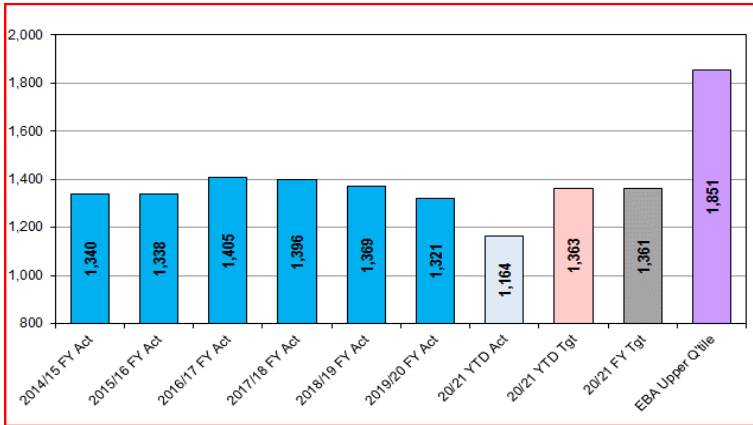
# BLOOD SUPPLY – Blood Donation Productivity

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	Collection Productivity YTD Target = 1,361				YTD 1,164 v 1,363 target - charts 30 & 31.
		% Whole Blood Collected in Donor Centres YTD Target = 24.4%				23% YTD v 23.60% target

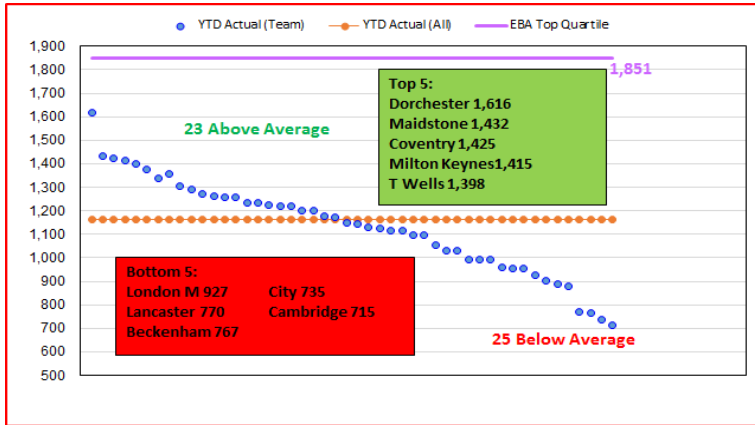
## Key Messages / Issues for Attention:

- Productivity and capacity utilisation are impacted by the low activity levels arising from Covid-19. Outcomes will be reported but not commented upon during this time.
- WTEs in Blood Collection for June 2020 are at 1,193 versus budget of 1,158 (WTEs as included in the productivity calculation).
- Capacity utilisation in donor centres and mobile sessions are severely impacted by staff availability and the introduction of social distancing measures at collection sites.

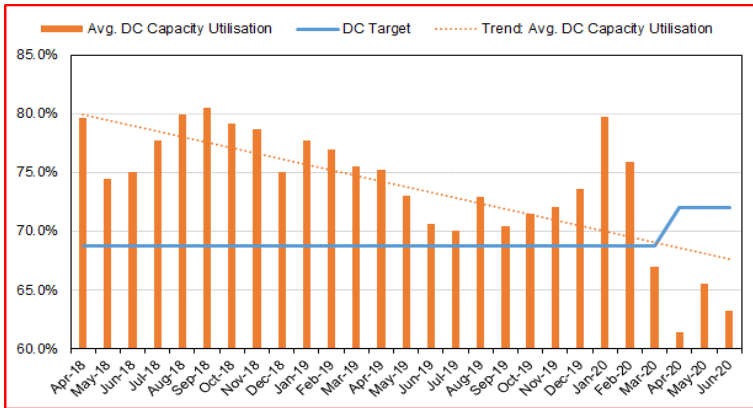
### 30. Blood Donation Productivity



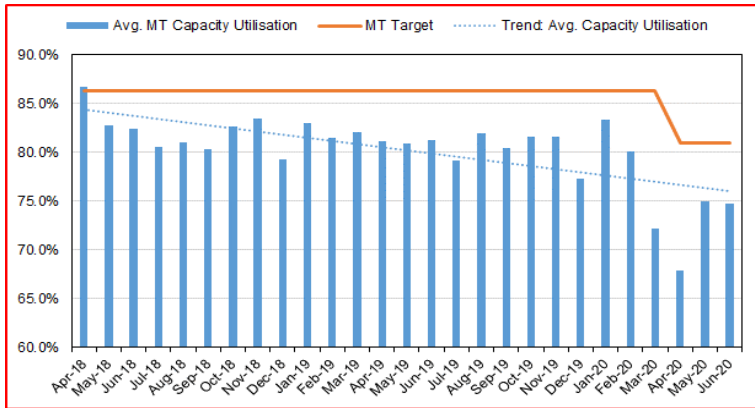
### 31. Blood Donation Productivity Mobile Teams YTD



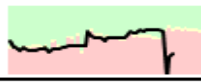

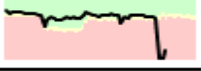
### 26. Capacity Utilisation - Donor Centres (DC)



### 27. Capacity Utilisation – Mobile Teams



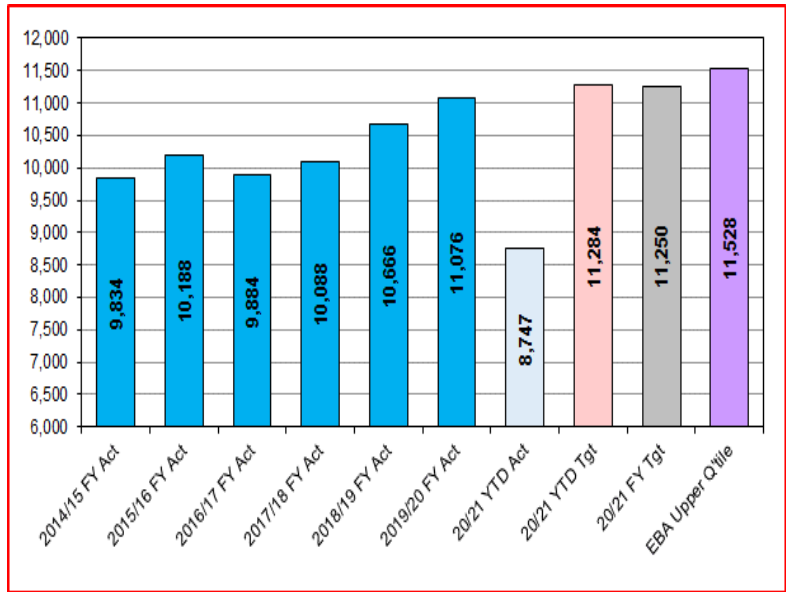
# BLOOD SUPPLY – M&L Productivity

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Supply Chain Operations	Manufacturing Productivity YTD Target = 11,750				Productivity 9,446 v 11,284 target - chart 32.
		Testing Productivity YTD Target = 33,700				Productivity 27,391 v 33,667 target - chart 33.
		Hospital Services Productivity YTD Target = 36,500				Issues Productivity 29,934 v 36,473 target - chart 34.

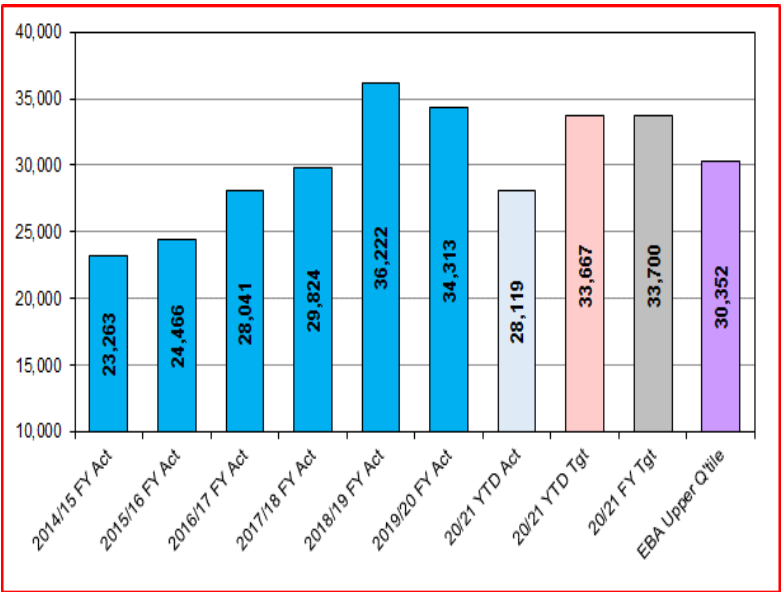
### Key Messages / Issues for Attention:

- Productivity is impacted by the low activity levels arising from Covid-19. Outcomes will be reported but not commented upon during this time.

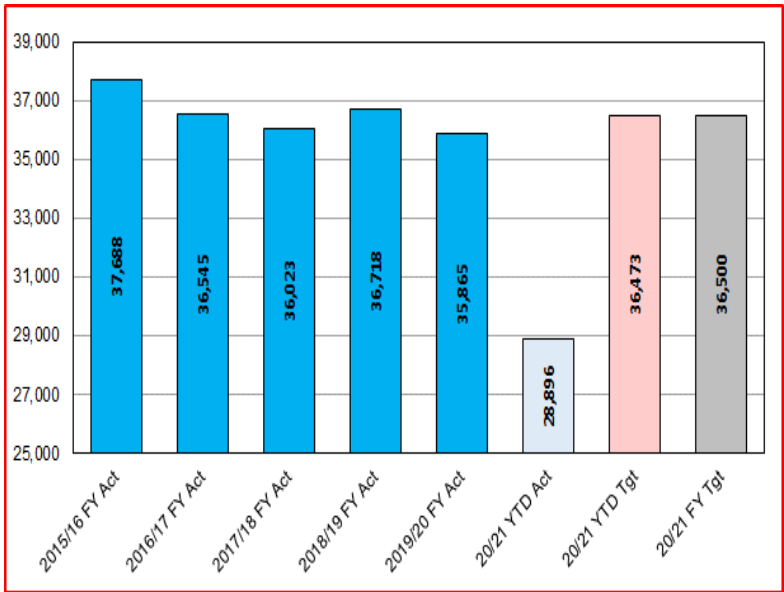
32. Manufacturing Productivity : YTD and Current Month



33. Testing Productivity : YTD and Current Month



34. Hospital Services Productivity : YTD and Current Month

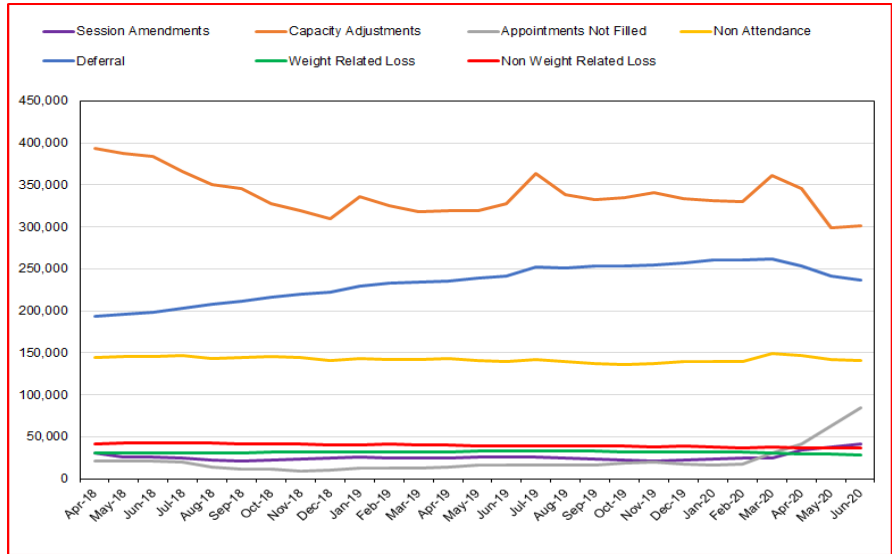


RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

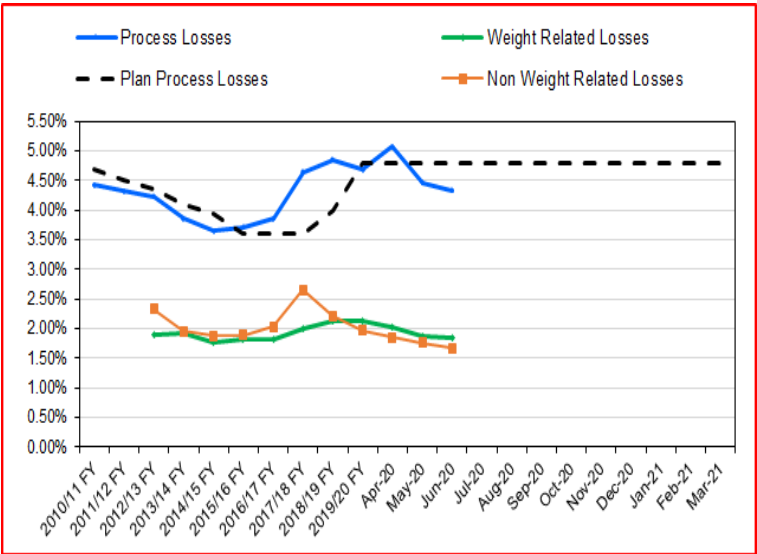
YTD RAG status will be reinstated post COVID-19.

# BLOOD SUPPLY – Waste (appointment slots, underweight units, processing and expiry)

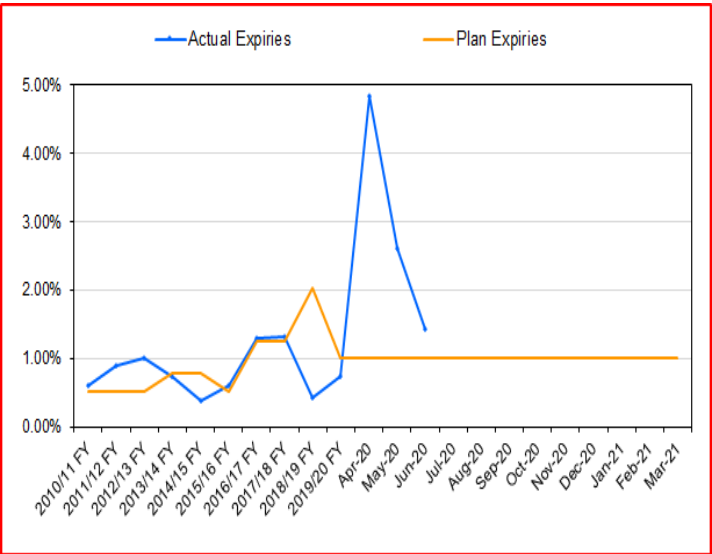
75. Appointment Slots Not Resulting in a Validated Red Cell



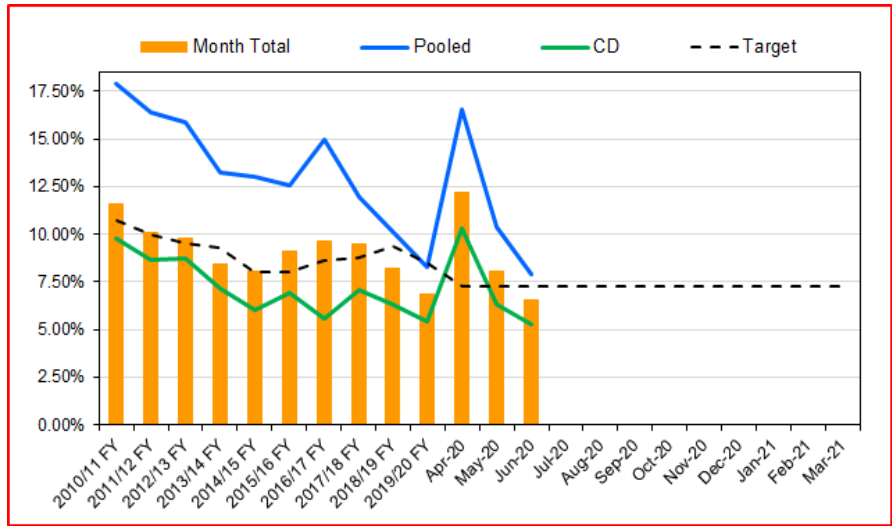
35. % Donations NOT Converted to Validated Red Cells



36. Red Cell Expiries



37. Percentage of Platelets Produced NOT Issued



- Key Messages / Issues for Attention:**
- Covid-19 impacted “losses” with 45% (87k) of bookable appointments lost in June 2020; of these 30% were due to capacity adjustments, 21% deferrals, 12% non-attends and 26% appointments not filled – **chart 75**.
  - Red cell production waste fell to 4.3% in June, (YTD 4.6%), just lower than last year (4.68%) – **chart 35**.
  - Reflecting lower stocks, red cell expiries dropped back to 1.4% in June from 4.9% in April (versus a 1.0% target) - **chart 36**.
  - Higher issues / lower stocks caused platelet waste to fall to 6.6% in June and below target - **chart 37**.
  - Platelet expiries also fell to 3.3% in June versus a 4.25% target.

# Clinical Services: Director Report – June 2020

## Key Issues / action for attention:

- The COVID-19 pandemic continued to impact during June, with demand remaining below pre-pandemic levels. Service to customers has been, and continues to be, maintained.
- The reduced level of demand has had a significant adverse impact on sales across our operational units, with income £0.8m worse than plan in June. Expenditure was £0.5m better than plan in-month, predominantly as a result of vacant posts plus lower non-pay costs from reduced activity levels and COVID-19 restrictions.
- Year-to-date (YTD) income is now £3.1m adverse to budget, but due to the favourable position on expenditure of £1.5m, the overall income and expenditure position is £1.6m worse than plan.
- The reduced level of service demand has continued into July, although we have seen demand continue to rise as Hospitals restore more of their elective surgical activity that was suspended in order to respond to the COVID-19 pandemic. The year-end income and expenditure position is forecast at ca £2.2m behind plan following a full review at the first quarter end.
- **H&I** continues to be most affected by the lower demand levels, with income down on plan by 46% (£1.5m) YTD, driven by reduced solid organ transplant activity due to the suspension of elective work in hospitals. Income was £0.4m (35%) adverse in June, offset in-part by savings in costs of £0.1m, which resulted in an income and expenditure position of £0.3m worse than plan in-month (£1.1m YTD).
- **RCI** was £0.1m below plan in June and £0.3m YTD, again driven by reduced income streams, particularly on pre-transfusion patient investigations (down by 27% on last year). The impact is mitigated (in part) by the fixed cost / variable recharge contract mechanism in place for this service. As we move forward the focus on electronic requesting and reporting are essential developments to underpin further growth in activity. Pilots are underway on our RCI Assist programme in Barnsley / Rotherham, as well as in Newcastle, who are also piloting the remote interpretation of results.
- **TAS** income and expenditure position was close to plan in June and in the YTD. Income was £0.1m below plan (£0.4m YTD), with expenditure under spends broadly off-setting this. The income position is supported by the NHSE block contract that applies to ECP treatments, which offsets (in part) the ca 30% drop in planned activity due to COVID-19; a restoration plan is in development that considers opportunities and threats. TAS are providing resilience support to services in various regions; June saw the start of an initial 6 month SLA to support Barts Health Trust's Red Cell Exchange programme.
- **CMT** was on plan in-month, with income behind plan by £0.3m (8%) YTD, driven by reduced service activity levels in April and May. After three months of the year the number of stem cell transplants supported was lower than plan (221 v 422), whilst cryostorage remains broadly in line with plan. Advanced Cell Therapy income is running just below plan YTD, due primarily to Car-T activity being impacted by the pandemic. CBC remains on plan with a high confidence level of achieving plan due to the commercial nature of the work.
- **SCDT** income was £0.2m below plan in June and is now £0.6m YTD. After taking into account costs, the income and expenditure position was £0.2m worse than plan in-month and £0.4m YTD. The number of Cord Blood units issued in Q1 was equal to plan at 13, whilst BBMR adult donors continued below target, with a lower number of patients being matched (28 actual v 50 plan; UK harvests -9 & International -13). This is primarily due to Stem cell transplants delayed or deferred due to the pandemic. At the beginning of June aligned Registry members all reported at least a 50% drop in export provision. This situation has continued into July as countries such as USA are increasingly relying on domestic provision where possible.
- **R&D** have continued to support several clinical trials in response to COVID-19, including Public Health England's seroprevalence study, the REALIST ATMP study and convalescent plasma, with support from across the Clinical Services team.

## Developments re strategic risk:

- The **COVID-19 pandemic** has driven an adverse impact on service demand in Q1 that will continue into Q2 and potentially beyond, with a matching adverse impact on income and financial contribution.
- Moving to block contracts to mitigate this risk was considered, in line with wider NHS policy, but was not implemented due to the relative complexity of the different funding and contracting arrangements in Clinical Services. The anticipated impact on financial contribution is believed to be manageable within NHSBT's overall financial position and will form part of the year-end NCG reconciliation process.
- Risks relating to staff absence, maintaining social distancing as workload rises and consumables supply are also currently being effectively managed at this point.

## Major transformation projects:

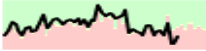
### CBC new build / Filton extension

- The project currently remains on track with the team adapting to the limitations of working remotely and social distancing caused by the ongoing pandemic response.
- All workstreams are proceeding on schedule. Kier have completed the substructure and superstructure build, with work on the mechanical / electrical fit-out, roof finishes and cladding now underway.
- The project remains at AMBER status given the potential risk to business case objectives (people, schedule, costs and income) posed by the COVID-19 pandemic response.

### UK Stem Cell Strategic Forum

- NHSBT are playing a key role in multiple delivery workstreams, including being proposed co-chairs of 'Stem Cell Supply' and 'Fit for Purpose Infrastructure'.
- The UK Stem Cell Strategic Forum intent is to progress delivery workstreams (where feasible) during the ongoing pandemic. An update was provided during the recent July Board seminar.

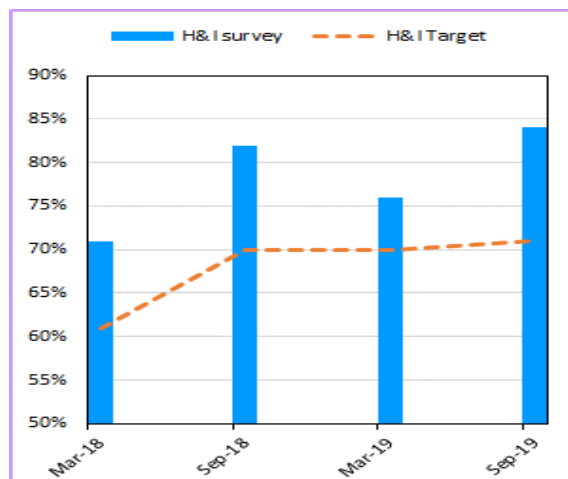
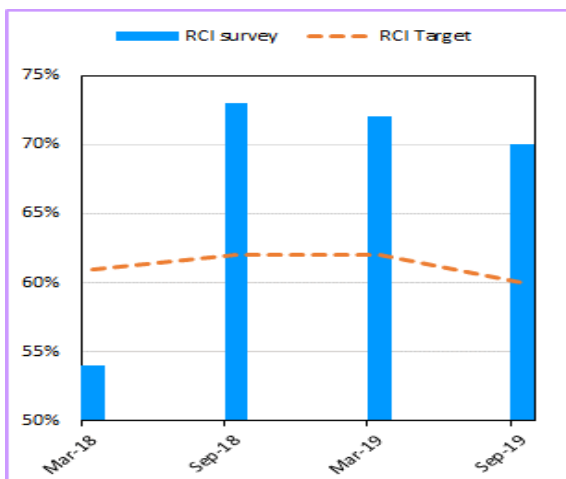
# DTSCS – Group Level Indicators

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	Group Targets	DTS Sales Income £000 Full Year Target = £71.04m				£14.1m v £17.2m plan YTD
		DTS Number of Serious Incidents Target = 0	G		No Chart	None reported YTD v zero target
		DTS Number of Critical Regulatory Non Compliance Target = 0	G		No Chart	None reported YTD v zero target
		DTS Number of Major Regulatory Non Compliance Target = 0	G		No Chart	None reported YTD v zero target

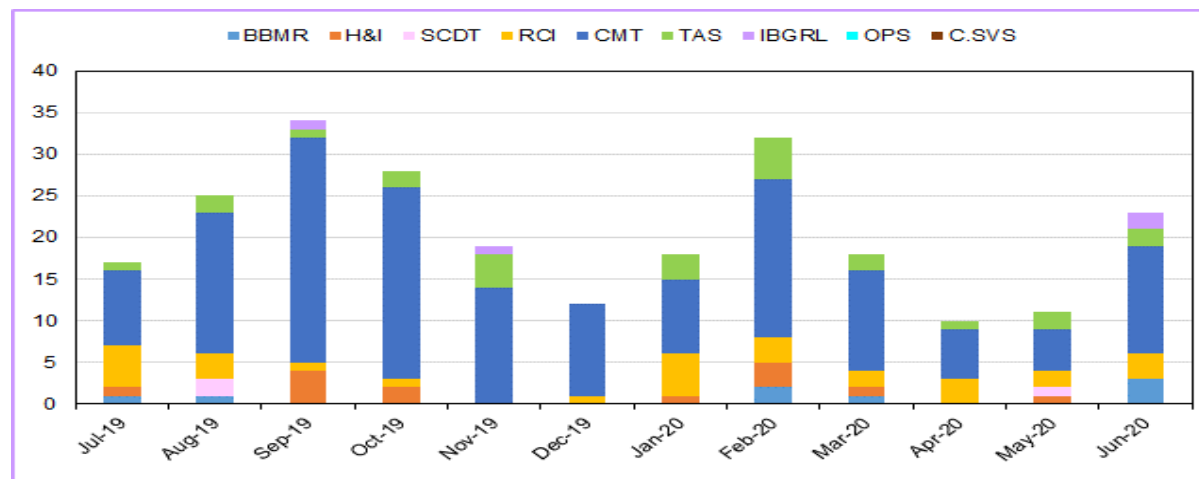
## Key Messages / Issues for Attention:

- Demand continued to run below pre-pandemic levels through June.
- Demand increased through Q1, and into July, however, as hospitals restored more elective surgical activity.
- Income was £0.8m adverse in June (YTD £3.1m adverse). H&I particularly impacted with YTD income 46% lower than plan (£1.5m adverse).
- Lower activity is driving lower than expected variable costs and a favourable expenditure variance of £0.4m in month (YTD £1.0m).
- DTSTS I&E contribution therefore £0.4m adverse to plan in month and £1.6m adverse year to date.
- The year-end I&E position is forecast to be £2.2m below plan.

## 48. Hospital Satisfaction






## 49. Major QI's raised per month – DTSCS



NOTE: YTD RAG status will be reinstated post COVID-19.

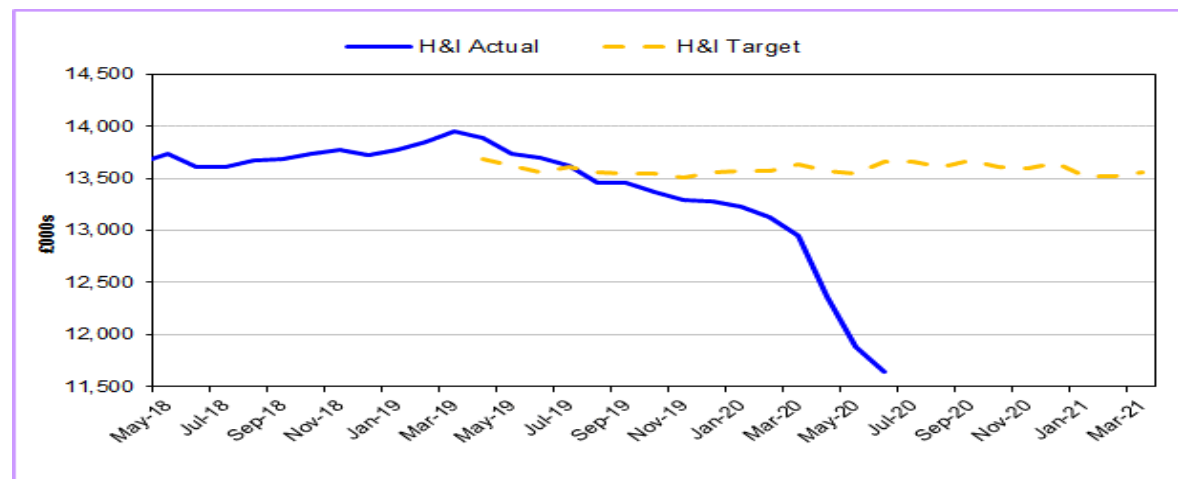
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	H&I	H&I Sales Income £000 Target = £13.58m				£1.7m income YTD May 2020 v £3.3m plan – chart 39
		H&I Time to Type DBD and DCD Organ Donations Target = 80%	G			93% YTD v 80% target.
		H&I Sample Turnaround v SLA YTD Target = 95%	G			98% YTD v 95% target - chart 47.

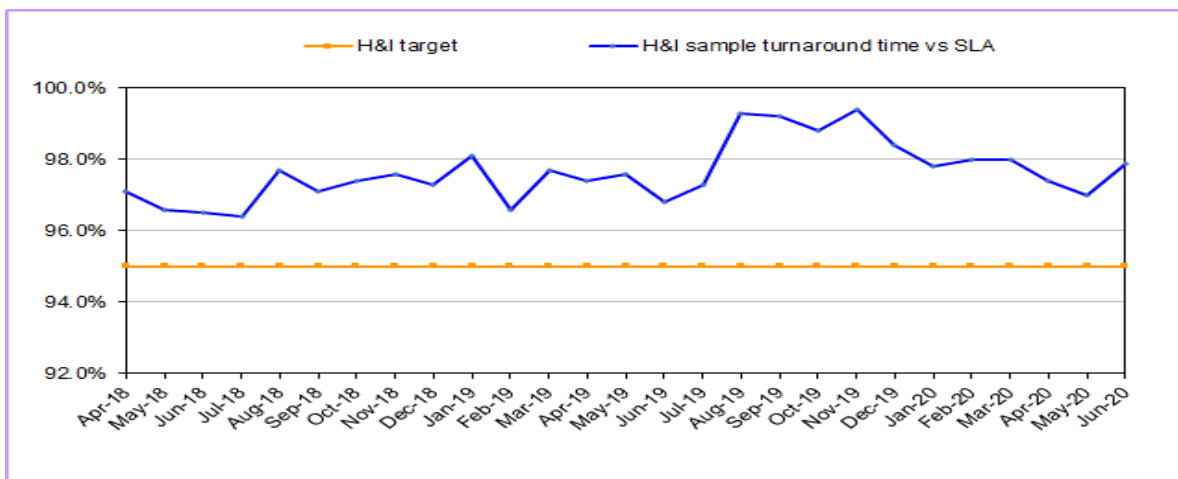
## Key Messages / Issues for Attention:

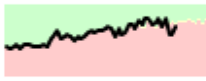

- H&I income performance improved in month, albeit remaining £0.4m (36%) below plan and £1.5m (46%) adverse year to date – **chart 39**.
- H&I continues to be most affected by reduced service demand, particularly solid organ transplant activity (-£0.9m), stem cell investigation (-£0.2m) and disease associated investigations (-£0.2m).
- Adverse income variance offset by £0.5m (10%) savings YTD in variable pay (-£0.1m) and non pay (-£0.4m) costs.
- Overall, H&I is reporting an I&E deficit of £1.0m versus plan to June 2020.
- At Q1, H&I is forecasting a full year I&E contribution of £0.4m, £1.0m adverse to plan.

39. H&I Income (MAT)



47. Turnaround Time vs SLA (H&I)

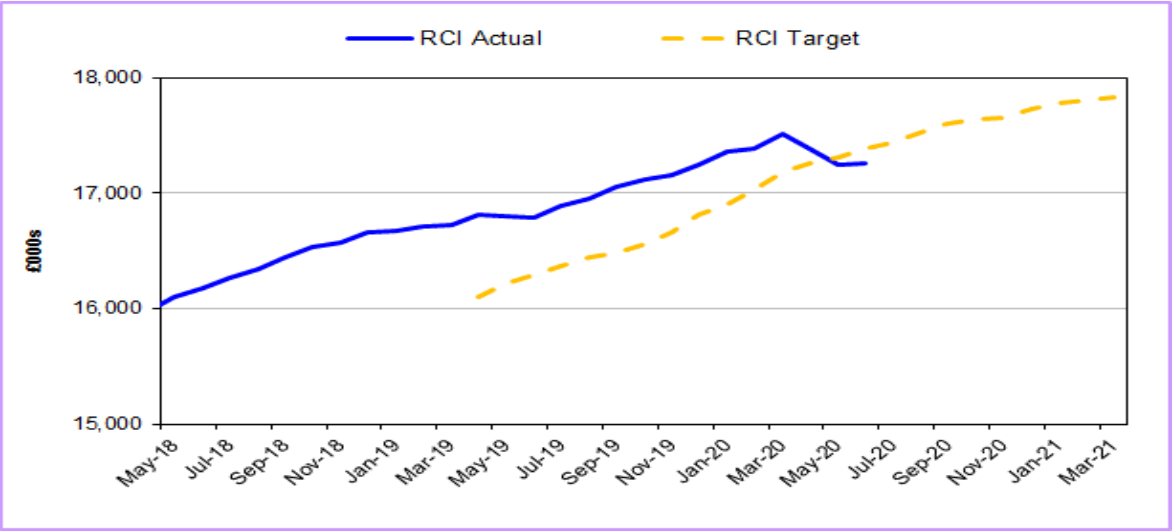


Division	Pillar	DTSCS – Strategic Targets	YTD RAG	RAG Δ	Trend April 17 On	Performance
DTSCS	RCI	RCI Sales Income £000 Target = £17.83m				£3.9m income YTD v £4.4m plan - chart 40.
		RCI Sample Turnaround v SLA Target = 95%	G			99.2% YTD May 2020 v 95% target - chart 46

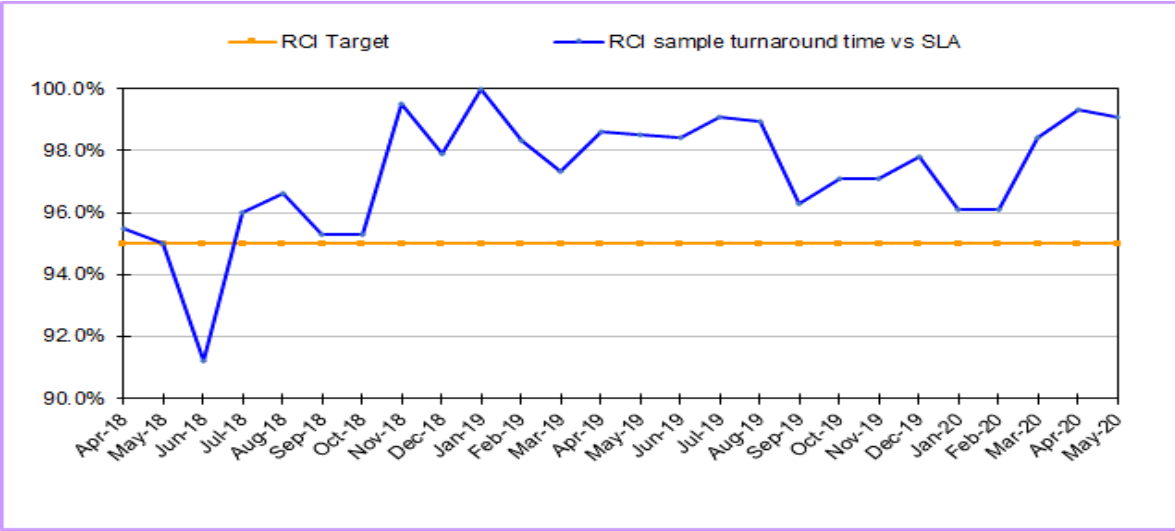
Key Messages / Issues for Attention:

- YTD income is £0.4m (10%) lower than plan and 6% lower than YTD June 2019 – **chart 40**
- Adverse income YTD across all income streams, but particularly Red Cell Reference Services £0.3m (30%) adverse and down 24% on last year.
- Expenditure breaking even in month and reporting a Q1 underspend of £0.15m.
- Overall, RCI is reporting a £1.1m I&E surplus YTD, £0.3m adverse to plan.
- At Q1, RCI is forecasting a full year I&E contribution of £0.6m, £0.6m adverse to plan.
- Sample turnaround times remain higher than plan at 99.2% vs 95% target – **chart 46**

40. RCI Income (MAT)





46. Turnaround Time vs SLA (RCI) (reported one month in arrears)



RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

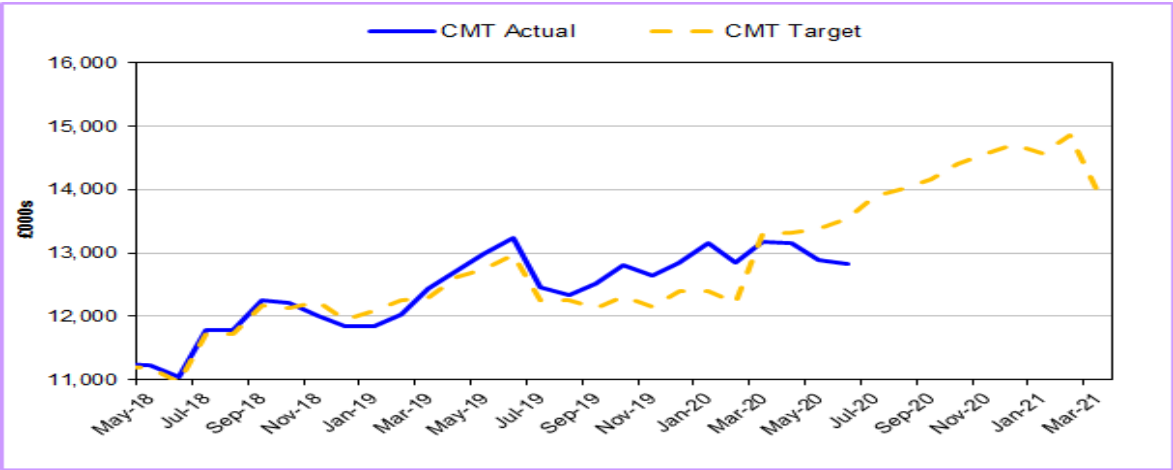
YTD RAG status will be reinstated post COVID-19.

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	CMT	CMT Total Sales Income £000 Target = £14.08m				£2.9m income YTD v £3.1m plan - charts 41 & 42.
		CBC Sales Income £000 Target = £2.61m	G			£540k income YTD v £505k plan - charts 41 & 42.
		CMT Hospital Satisfaction % Scoring >= 9 or 10 Target = 62%	-		No Chart	Date of next survey to be confirmed
		CMT On Target in Full (OTIF) Target = 100%	G		No Chart	CMT OTIF performance continues at 100%

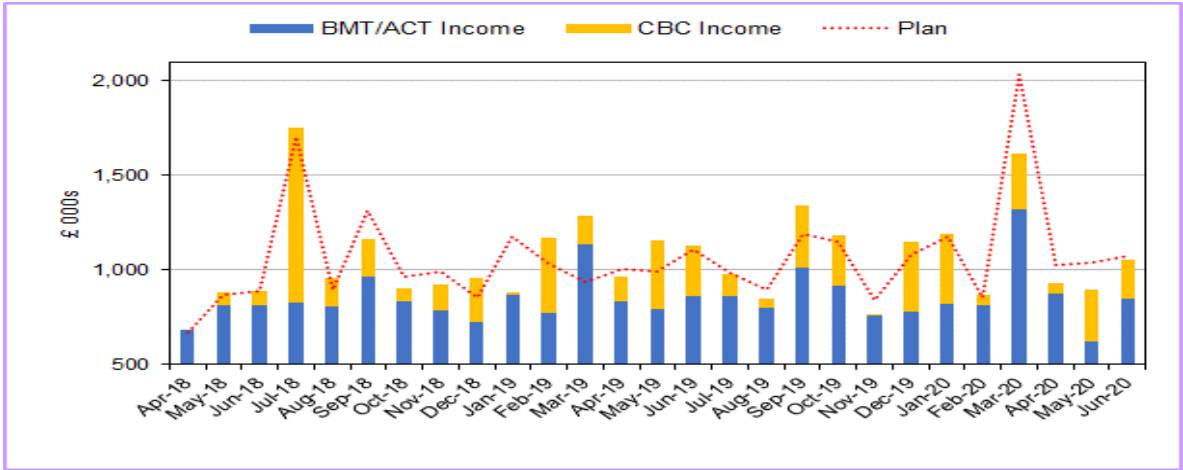
Key Messages / Issues for Attention:

- Income performance improved in June but YTD is £260k worse than plan - **charts 41 & 42.**
- Service income is £274k adverse YTD (-11%), with the number of stem cell transplants to June 2020 at 221 versus 442 planned (-50%).
- ACT income is just 20k adverse YTD with Covid-19 impacting Car-T and Northern Alliance ATTC income through Q1.
- CBC income YTD is £35k favourable with a high confidence level of achieving plan due to the commercial nature of the work.
- Overall CMT is reporting a YTD I&E deficit of £170k assisted by lower than expected pay expenditure as recruitment to new posts continues behind schedule.
- At Q1, CMT forecasting a full year I&E deficit of £1.4m, £0.6m adverse to plan, driven by lower than expected activity levels and delayed/deferred project income.

41. CMT Total Income (MAT)



42. CMT Income – ACT, BMT & CBC



RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

YTD RAG status will be reinstated post COVID-19.

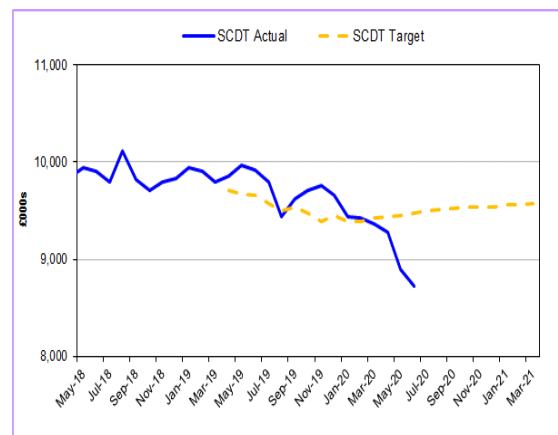
# DTSCS - SCDT

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	SCDT	SCDT Sales Income £000 Target = £9.58m				£1.8m income YTD v £2.4m plan - chart 43.
		SCDT Increase in Banked Cords TNC > 140 Target = 372				0 additions to banked cords YTD v 93 target.
		SCDT BAME Cord Blood Additions to Bank Target = 40%				0% BAME additions YTD v 40% target.
		SCDT Cord Blood Issues Target = 54	G			13 issues YTD v 13 target - charts 51 & 53.
		SCDT Adult Donor Provisions Target = 240	R			28 bone marrow provisions YTD v 50 plan - chart 50.
		SCDT FIT Donors Added to Bank Target = 10,000				750 FIT donors added YTD v 2,500 target

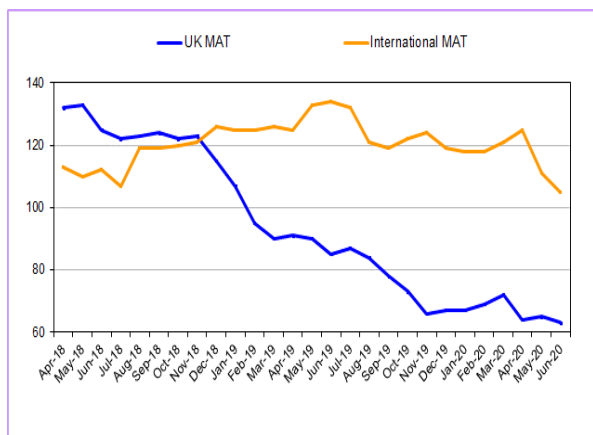
## Key Messages/Issues for Attention:

- BBMR donor recruitment was suspended due to Covid-19 but has restarted in June 2020.
- CBB collection remains suspended with 5 WTE seconded to Convalescent Plasma collection.
- BBMR provision is impacted by delays to stem cell transplants during Covid-19. Registry members continue to report a 50% drop in export provision – **page 19**
- Cord blood issues continue to plan, albeit the mix has altered, with six issued to UK patients, out of the thirteen units issued in total – **charts 51 & 53**
- BBMR harvests (donor provisions) recorded 16 international and 12 UK patients matched YTD but is 22 behind plan of 50 – **chart 50**.
- Overall SCDT income YTD is £0.6m adverse. This is partially offset by YTD underspends of £0.2m to report a Q1 I&E deficit of £0.4m.
- At Q1, SCDT is forecasting a full year I&E contribution of £0.9m, £0.5m adverse to plan, largely due to lower than expected international BBMR harvests.

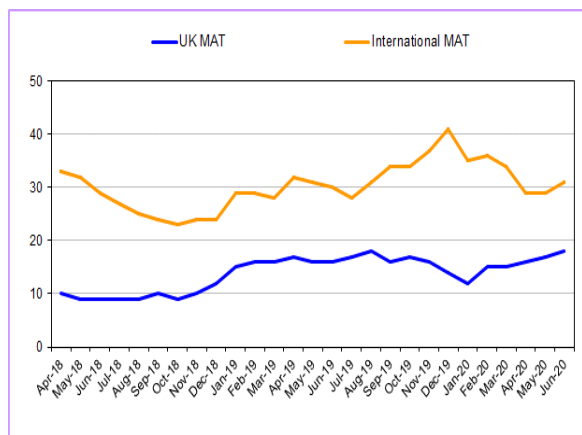
43. Stem Cells - SCDT Income (MAT)



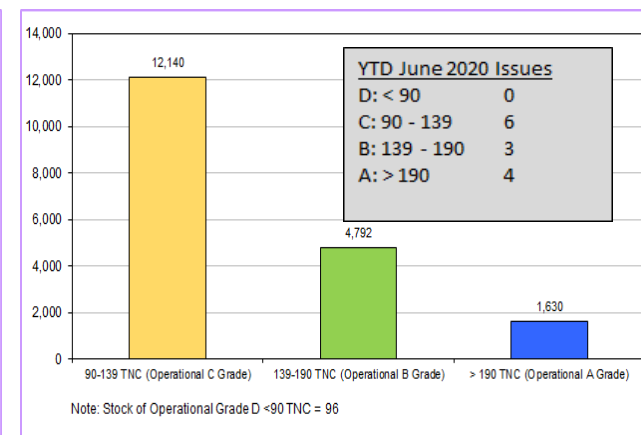
50. Adult donor provisions : UK & International MAT






51. Cord blood units issued : UK & International MAT



53. NHSBT CBB stock (active units - post process TNC)



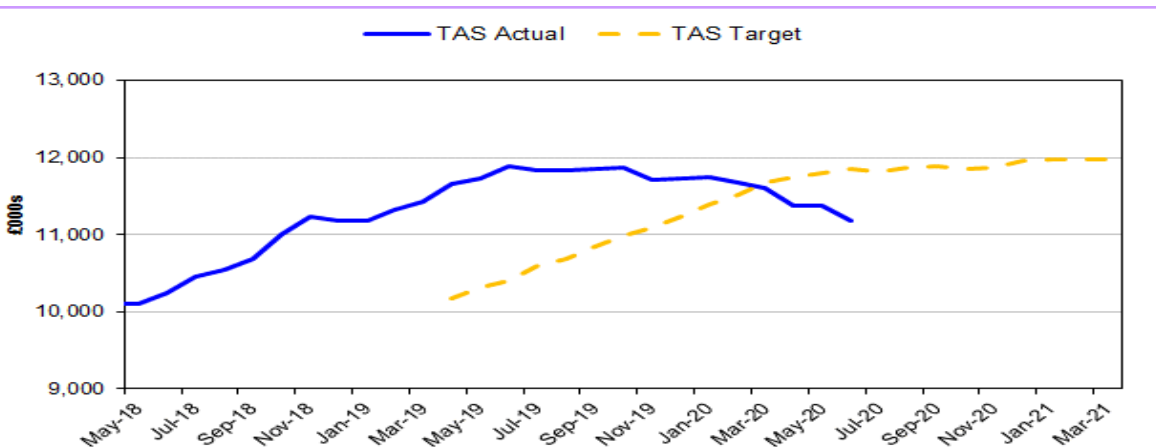
# DTSCS - TAS

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	Therapeutic Apheresis Services	TAS Sales Income £000 Target = £11.97m				£2.6m income YTD v £2.9m plan - charts 44 & 45.
		TAS Hospital Satisfaction % Scoring >= 9 or 10 Target = 68%	-			83% v target of 68% for year to March 2020 Next survey for year to March 2021.
		TAS Patient Experience % Scoring >= 9 or 10 Target = 90%	-			92% v target of 90% for year to December 2019. Next survey for year to December 2020.

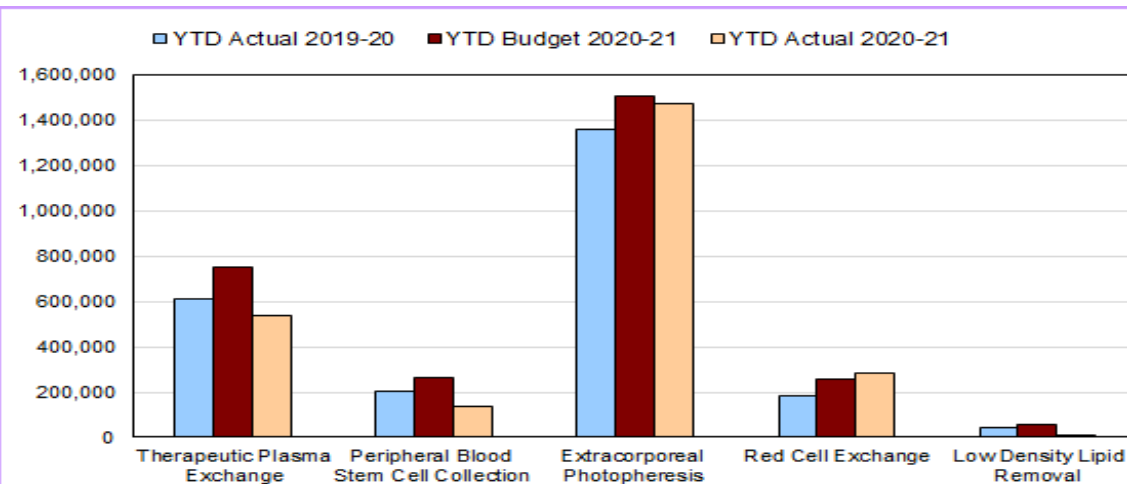
## Key Messages / Issues for Attention:

- June activity was 111 procedures behind plan. All areas behind but Red Cell Exchange was 55 higher due to a new SLA with Barts.
- YTD activity is 587 (24%) procedures below plan and 480 (20%) lower than last year.
- YTD income of £2.6m is £0.4m (14%) lower than plan and 14% lower than YTD June 2019 – **chart 44**.
- The adverse income position is largely offset by £0.3m underspends on activity related variable costs including harnesses and consumables.
- Overall, at Q1, TAS is reporting a £0.7m I&E contribution YTD, £0.1m adverse to plan.
- At Q1, TAS is forecasting a full year I&E contribution of £1.0m, £0.4m adverse to plan.

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



### 45. TAS YTD Income Activity v Target



## Key Issues / Action for attention:



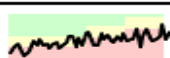
**ODT** *The Covid-19 pandemic continued to have an impact on donation and transplantation activity in June.*

- The number of **missed referral opportunities** is starting to return to pre-COVID levels. There were 49 occasions in June. The DBD referral rate in Q1 was 97%, 2 percentage points (pp) lower than Q1 last year. The DCD referral rate in Q1 was 61%, 32 pp lower than the 93% in Q1 last year.
- The number of **eligible donors** has not yet returned to pre-COVID levels, although it is going in the right direction, with a month-on-month increase since April. Last year there were 500 eligible donors on average per month. In June there were 364 eligible donors, contributing to the 971 in Q1. Comparing Q1 with last year's Q1, there has been a 27% decrease in eligible donors.
- The number of **organ donation discussions with families** follows a similar trend to eligible donors, with a month-on-month increase since April. However, last year there were 273 approaches on average per month. In June, 157 families were approached, contributing to the 344 occasions in Q1. Comparing Q1 with last year's Q1, there has been a 56% decrease in the number of formal organ donation discussions with families.
- There was excellent levels of **SNOD/SR involvement** in April and May, but there were 12 'hospital-only' approaches for eligible DCD donors in June. The DBD SNOD/SR presence rate was 98% in Q1, 1.5 pp higher than Q1 last year. The DCD SNOD/SR presence rate was 89% in April, 95% in May, but decreased to 82% in June. The overall Q1 DCD SNOD/SR presence rate (88%) is therefore 1 pp lower than last year's Q1 (89%). Although we have seen a welcome increase in SNOD/SR involvement in Q1, the consent rate on these occasions is still a cause for concern. Of the 19 **'hospital-only' approaches** in Q1, there were just 2 consents, equating to an 11% consent rate.
- Following the 56% decrease in the number of approaches, there has been a 54% decrease in the **number of consents** when comparing Q1 with Q1 last year. There has been a month-on-month increase throughout Q1, with 109 consents in June. In comparison, there were on average 186 consents per month last year.
- June was an excellent month for DBD consent, with an 81% DBD **consent rate**. This brings the Q1 DBD consent rate to 75%, a 3 pp increase on Q1 last year. The DCD consent rate is a concern though, at 57% on average in Q1. This is 5 pp lower than Q1 last year. This would be a lot lower were it not for the excellent DCD consent rate in May (73%). The overall consent rate stands at 69% in Q1, 3 pp higher (due to DBD consent) than the 66% achieved in Q1 last year and 1 pp higher than what we achieved in 2019/20 overall.
- Following the 40 and 60 **deceased donors** who proceeded in April and May, respectively, this increased to 95 donors in June (73 DBD and 22 DCD). This brings the Q1 total to 195 (149 DBD and 46 DCD). For comparison, on average there were 132 proceeding deceased donors per month last year. In Q1 last year there were 365 donors. We have therefore seen a 47% decrease in proceeding donors compared with Q1 last year.
- We have, however, seen a welcome decrease in **non-proceeding donors**, with just 43 in Q1 (9 in April, 18 in May and 16 in June). In comparison, there were 60 non-proceeding donors per month on average last year. The ratio of proceeding to non-proceeding donors has seen a huge improvement at 82:18 in Q1, compared with 69:31 last year.
- Following the 100 **deceased donor transplants** in April and 164 in May, we continued to see an increase, with 268 transplants in June. During 2019/20, there were 314 transplants on average per month, so transplantation has not yet returned to pre-COVID levels but is going in the right direction. There were 532 transplants in Q1. This is a 42% decrease when compared with Q1 last year. However, the magnitude of the decrease is not as large as other parts of the pathway: approaches (56% decrease), consents (54% decrease) and proceeding donors (47% decrease).

## TES

- All **product lines** have experienced an increase in sales during June, over the levels seen in May. The increase is predominately due to hospitals completing more trauma cases, rather than a recovery in our core orthopaedic and ophthalmic markets. The orders for the ophthalmic market are starting to grow slowly and orthopaedic customers are planning more surgery from August/September.
- **Income** in month was adverse by £0.51M (-39.6%), and the YTD position adverse by 51.4% (-£1.94M) to budget.
- The **deficit** in YTD income is primarily due to the demand for Corneas (-£1.33M), Tendons & Meniscus (-£0.26M) and Processed Bone / Femoral Heads (-£0.36M). This position is partly offset by favourable variances on Serum Eye Drops (+£0.17M) and Cardiovascular (+£0.06M).
- **Ocular donation** levels are increasing in line with demand and the June cornea stock level is 161 (109 in May).
- **Cardiovascular donations** are above target, due to NHSBT currently not supplying hearts to other heart valve banks, however this arrangement is due to end on 31 July.

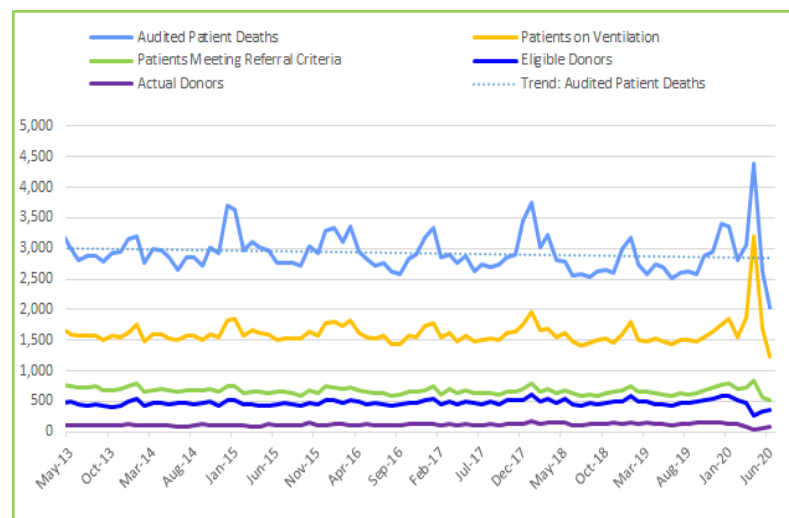
# OTDT – Deceased Donors (All)

DIVISION	PILLAR	OTD – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	Key Outcome Measures	Number of Deceased Donors				195 deceased donors to June 20 - chart 54 365 deceased donors to June 19 v 435 target
		Deceased Organ Donors per million population (pmp)				End Q1 20/21: 21.2 pmp End Q1 19/20: 23.6 pmp v 24.7 pmp plan Next report end Q2 20/21
		% Consent/Authorisation Rate (Total)				69% consent to June 20 - chart 56. 66% consent to June 19 v 80% target.

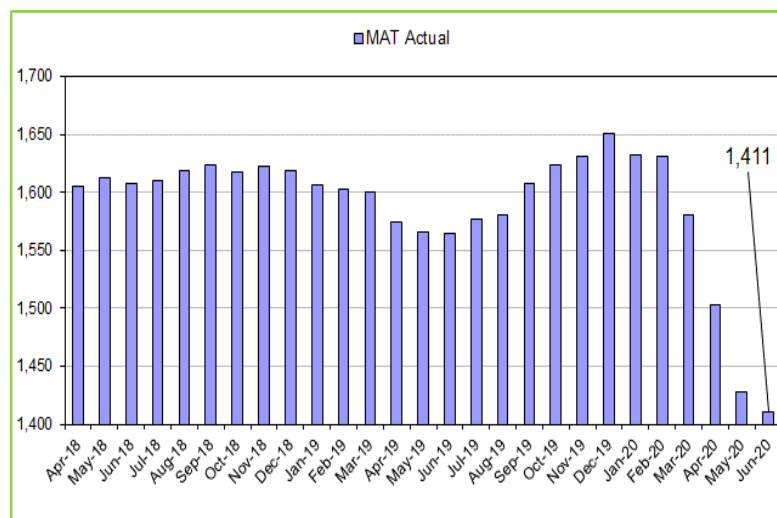
## Key Messages / Issues for Attention:

- There were 95 deceased donors in June (73 DBD and 22 DCD), up from 60 in May. The moving annual total fell to 1,411 – **chart 54**.
- Covid-19 caused the closure of transplant centres, significantly reducing activity to all but the most urgent cases; although these have reopened through May & June.
- However, as an indicator of the impact on activity, there were 195 deceased donors YTD June 2020 compared with 365 last year (-47%).
- The pool of eligible donors YTD June 2020 was 971 compared with 1,335 last year (-27%) – **chart 74**
- Overall consent was 69% in June – **chart 56**.

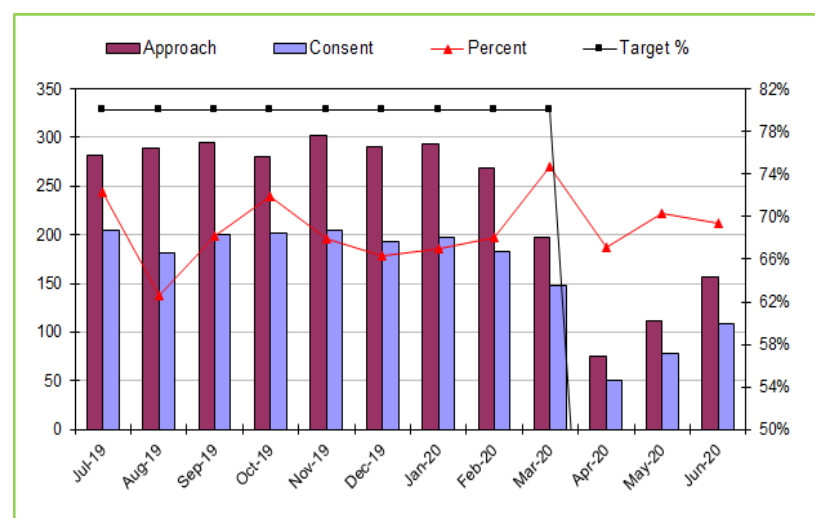
### 74. ODT DBD/DCD Donor Pool – All UK Trusts/Health Boards



### 54. MAT number of Deceased Organ Donors





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



OTD Metrics/Targets yet to be finalised for FY 20/21. FY 19/20 Scorecard rolled forward.  
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

YTD RAG status will be reinstated post COVID-19.

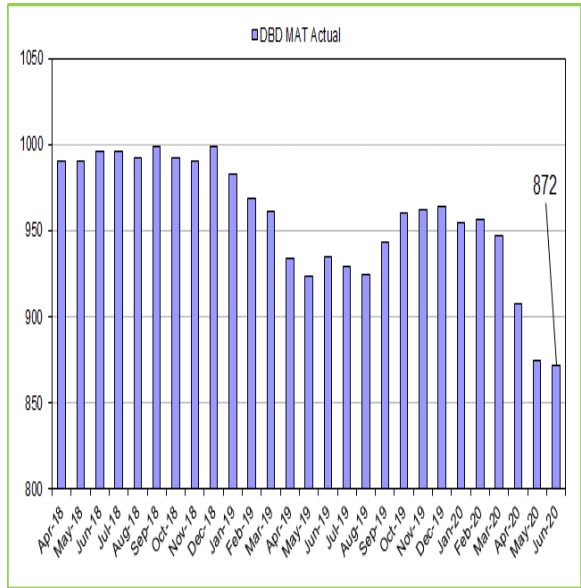
# OTDT – Deceased Donors (DBD and DCD)

DIVISION	PILLAR	ODT – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	Key Outcome Measures	% Consent/Authorisation Rate (DBD)				75% consent to June 20 - chart 61. 72% consent to June 19 v 83% target
		% Consent/Authorisation Rate (DCD)				57% consent to June 20 - chart 65. 62% consent to June 19 v 77% target.

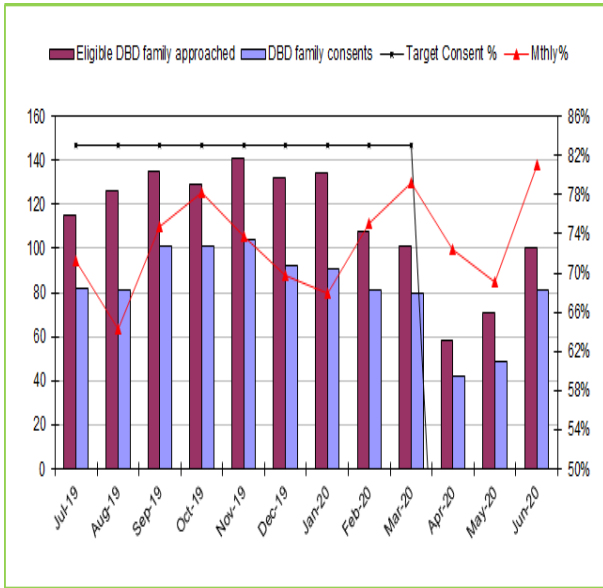
### Key Messages / Issues for Attention:

- There were 73 DBD donors in the month (compared with 76 in June 2019) and the MAT fell to 872 – **chart 58**.
- The consent rate for DBD improved significantly to 81% in June - **chart 61**.
- The number of DCD donors was 22 in June (compared with 36 in June 2019). The MAT fell to 539 – **chart 62**.
- Consent for DCD donors decreased sharply to 49% in June from 72% in May - **chart 65**.

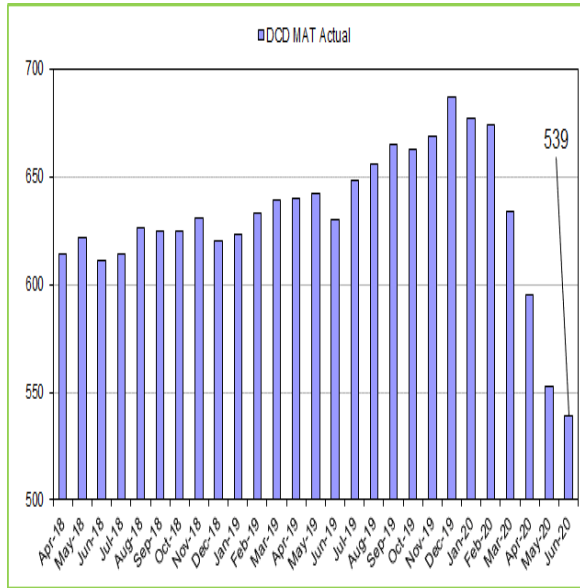
58. MAT No. of Deceased Organ Donors (DBD)



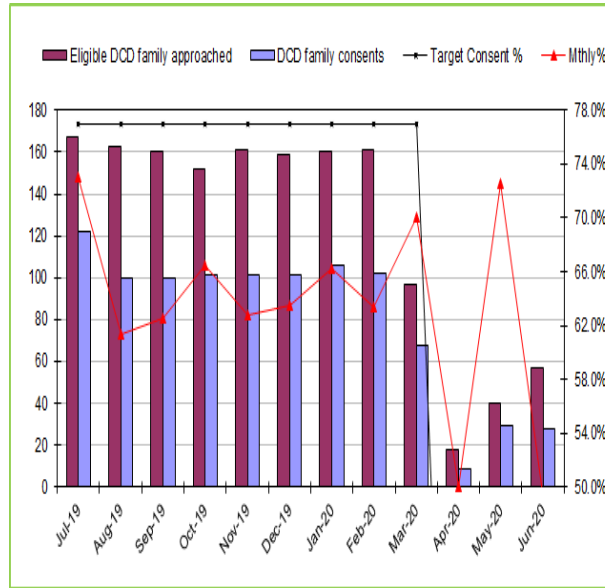
61. Consent/Authorisation rate (DBD) per month



62. MAT No. of Deceased Organ Donors (DCD)





65. Consent/Authorisation rate (DCD) per month



ODT Metrics/Targets yet to be finalised for FY 20/21. FY 19/20 Scorecard rolled forward.  
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

YTD RAG status will be reinstated post COVID-19.

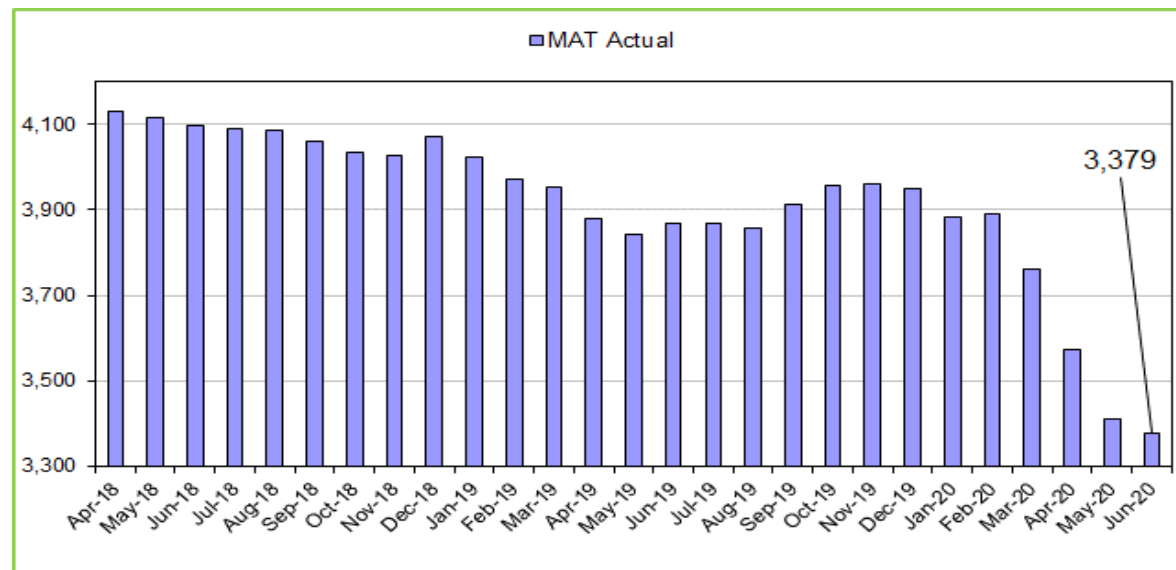
# OTDT – Deceased Donor Transplants

DIVISION	PILLAR	ODT – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	Key Outcome Measures	Number of Organ Transplants - Deceased Donors				532 deceased donor transplants to June 20 - chart 55. 916 deceased donor transplants to June 19 v 1,239 target
		Deceased Donor Organ Transplants pmp				End Q1 20/21: 50.7 pmp End Q1 19/20: 58.4 pmp v 63.2 pmp plan Next report end September 2020

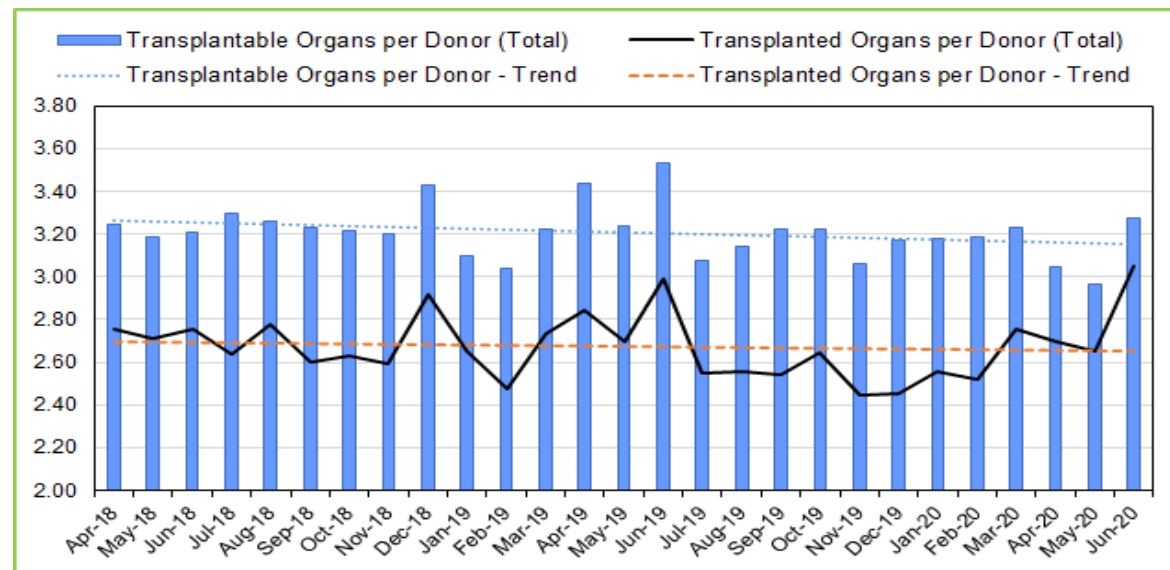
## Key Messages / Issues for Attention:

- 268 deceased donor transplants were recorded in June compared with 301 in June 2019; the MAT has fallen to 3,379 transplants – **chart 55**.
- Transplantable organs per donor have decreased year on year falling from 3.54 in June 2019 to 3.27 in June 2020 – **chart 66**.
- Transplanted organs per donor, have however increased slightly from 2.99 in June 2019 to 3.05 in June 2020, implying improved use of available organs - **chart 66**.

55. MAT number of Deceased Donor Organ Transplants



66. Transplantable v Transplanted Organs per Donor



ODT Metrics/Targets yet to be finalised for FY 20/21. FY 19/20 Scorecard rolled forward.  
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

YTD RAG status will be reinstated post COVID-19.

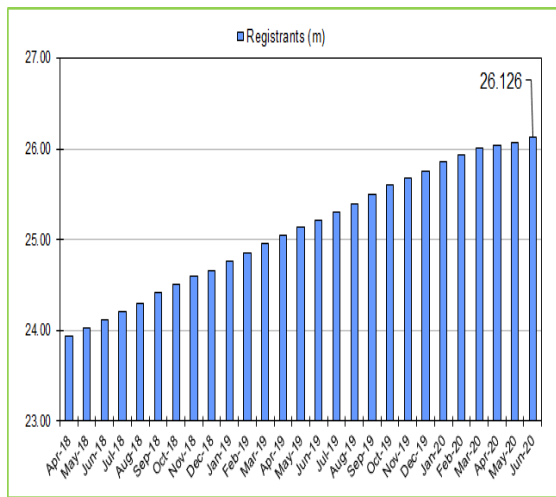
# OTDT – Corporate Level Indicators

DIVISION	PILLAR	OTD – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	Key Outcome Measures	Cost per Transplant £000				End Q4 19/20 £19.08k v £16.62k budget. Next report end July 2020.
		% of Population Having Had Conversation re Donation Decision			No Chart	Bi-Annual Measure; 41% v 51% target at November 19
		Number of Living Donors (one month in arrears)				2 living donors in May 20 - chart 57. 85 living donors in April 19 v 290 target
		Number of Living Donors pmp (reported one month in arrears)				End Q4 19/20: 15.1 pmp v 26.0 pmp plan. Next report end July 2020.
		OTD Major & Critical Regulatory Non Compliances Target = 0			No Chart	None reported YTD v Zero target.
		OTD Serious Incidents Target = 0			No Chart	None reported YTD v Zero target.

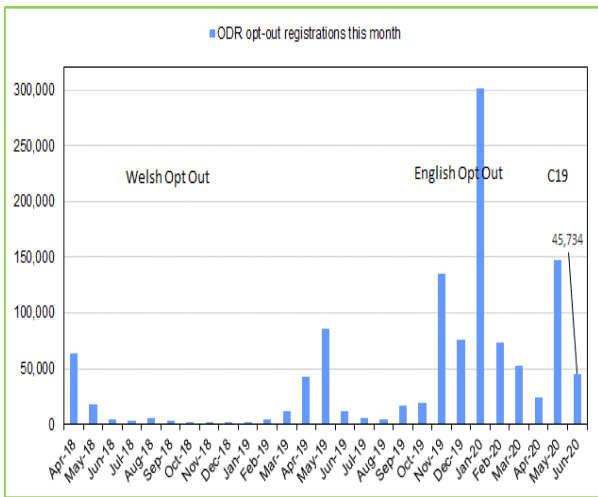
## Key Messages / Issues for Attention:

- Organ donation in England moved to an 'opt out' system on 20 May 2020.
- There were 57k new opt in registrations in June, bringing the Organ Donor Register to ca 26.1m registrations - **chart 67**.
- However, opt out registrations fell to ca 46k in June – **chart 68**.
- 2 living donors was recorded for May 2020. This compares with 85 in April 2019. The MAT has fallen to 833. – **chart 57**.

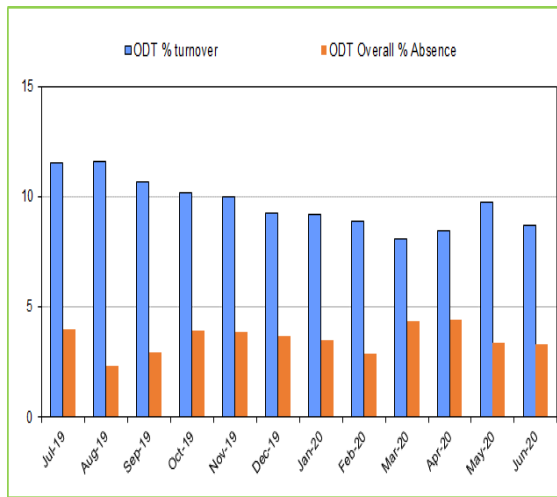
67. No. of People Registered on the ODR (Opt-Ins)



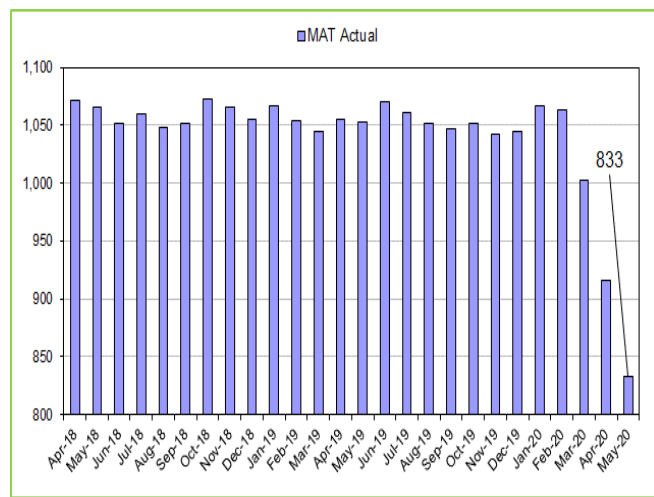
68. No. of People De-registering from ODR (Opt-Outs)



69. ODT Employee Turnover & Absence Rates (%)



57. MAT number of Live Organ Donors (1 month in arrears)



OTD Metrics/Targets yet to be finalised for FY 20/21. FY 19/20 Scorecard rolled forward.  
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

YTD RAG status will be reinstated post COVID-19.

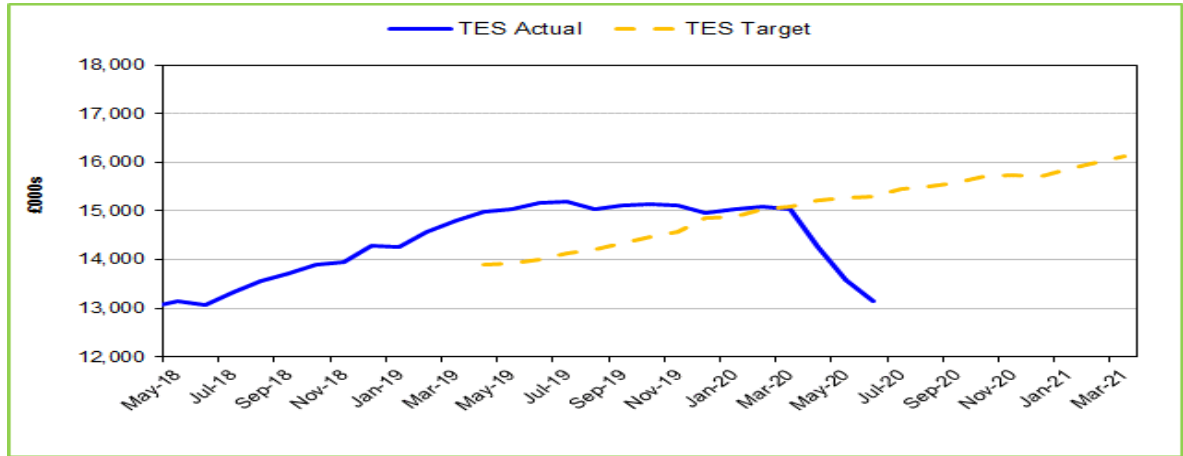
# OTDT – Tissue & Eye Services (TES)

DIVISION	PILLAR	TES – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	Tissue & Eye Services	TES Sales Income £000 Target = £16.13m				£1.8m income YTD v £3.8m plan – chart 38
		TES Customer Satisfaction % Scoring > 9 or 10 Target = 70%	-			78% top box scores for 9 months to June 2020. March 2020 survey cancelled due to Covid-19.
		TES On Time in Full (OTIF) Target = 98%	G			99.2% OTIF YTD v 98% target.
		TES Cornea Stocks at End of Month Target = 300	R			161 corneas in stock at end of June v 300 target - chart 52
		TES Major & Critical Regulatory Non Compliance Target = 0	G			None reported YTD v Zero target.
		TES Serious Incidents Target = 0	G			None reported YTD v Zero target.

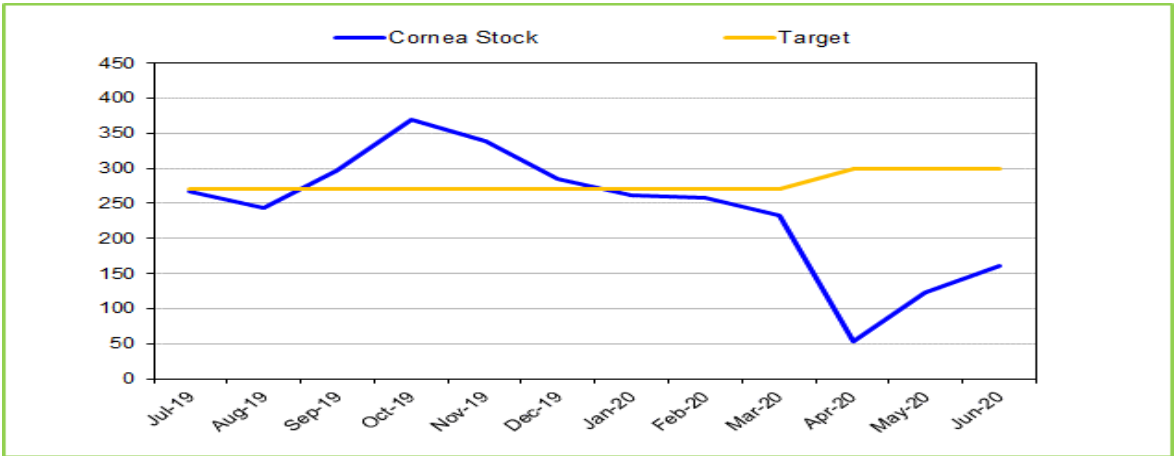
## Key Messages / Issues for Attention:

- Cornea stocks improved to 161 at the end of June (versus plan of 300).
- Cornea stock is being managed down due to Covid-19 and corneas are only being issued for emergency procedures.
- Income was £0.5m adverse in June, £0.4m due to reduced corneal activity and £0.1m reduced demand for Tissues– **chart 38**.
- YTD income was £1.9m behind plan, £1.3m from reduced corneal activity and £0.9m Tissues.
- Expenditure was £0.4m below plan YTD, driven by ongoing vacancies and underspends on activity related variable costs.
- TES reporting £0.8m I&E deficit YTD, £1.5m adverse to plan.
- TES forecasting to complete the year with a deficit of £4.1m which is £2.7m adverse to plan (driven by the impact of COVID-19)

38. Tissue and Eye Services Income (MAT)



52. Suitable Cornea Donations - Cornea stocks



RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

YTD RAG status will be reinstated post COVID-19.

# GROUP SERVICES

Corporate

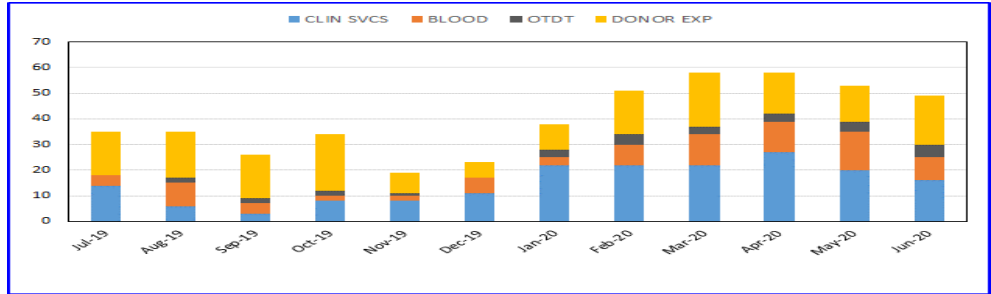
- IT performance (measured as server availability) declined in June as a critical IT incident impacted multiple, external facing business critical services. Core networks experienced significant downtime 4<sup>th</sup> – 5<sup>th</sup> and 8<sup>th</sup> – 10<sup>th</sup> June as connectivity issues impacted systems including Donor Path, OBOS, EOS, TMS and NCC PULSE.
- TMS experienced additional significant downtime 17<sup>th</sup>-18<sup>th</sup> June due to power and network backup failure at the OBS Data Centre.
- Vodafone and IBM incidents impacted NHSBT Telephony services and matching runs on BPMS, whilst NHSBT system users experienced ongoing issues with slow and unresponsive file servers impacting G: drive, Q: drive and Pulse Workspace.
- Overall absence remained high at c 10% in June into July with ca 4% Covid-19 related absence. There is no impact on service delivery.

## 70. IT System Performance (Server Availability)

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Core Network	99.95%	87.43%	R	Worse
File Storage	99.95%	99.80%	A	Worse
NTx on BPMS	99.95%	99.79%	A	Worse
Telephony	99.95%	99.50%	A	Worse
TMS	99.95%	97.66%	R	Worse
NCC	99.95%	96.89%	R	Worse

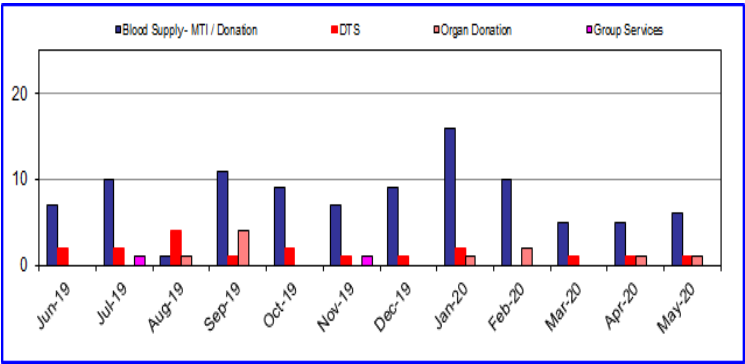
## 72. Quality System >30 days Overdue Items

Directorate	Docs	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
All Other	4	3	0	11	1	19
Clinical Services	1	3	0	3	9	16
OTDT	3	0	0	1	1	5
BD	5	0	0	2	0	7
M&L	1	0	1	0	0	2
Total	14	6	1	17	11	49

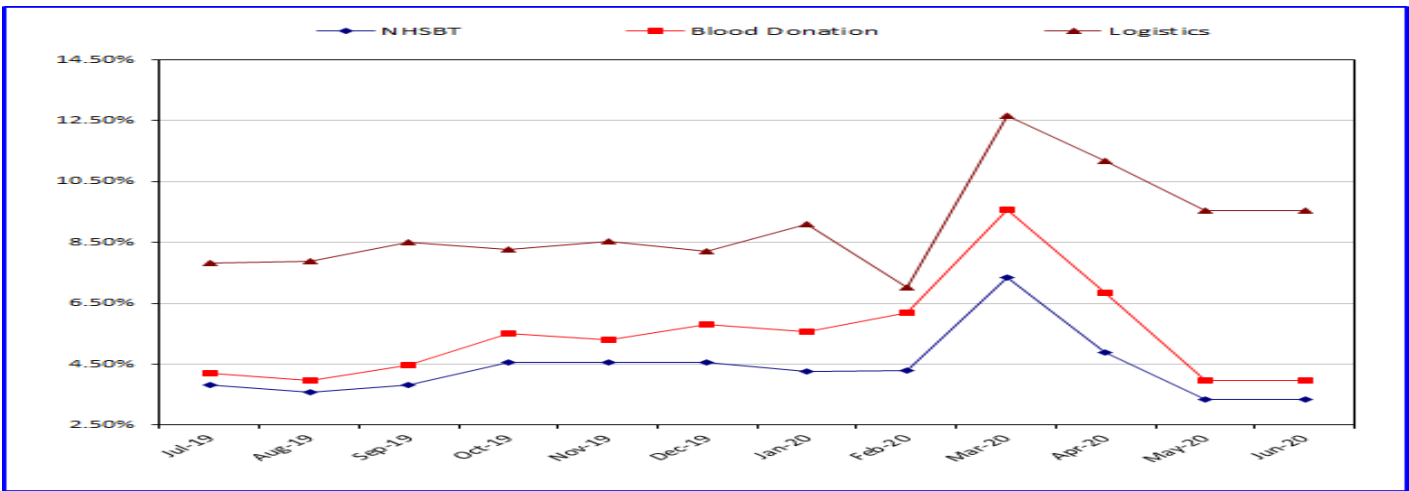


## 71. Health and Safety - Accident Reporting (one month in arrears).

H&S Incident Levels (1 month in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Pd Actual
Blood Supply	<=24	25	<=11	6
Clinical	<=3	3	<=1	1
OTDT	<=3	3	<=1	1
Donor Experience	<=0	0	<=0	0
Group Services	<=1	1	<=0	0
NHSBT	<=30	31	<=13	8

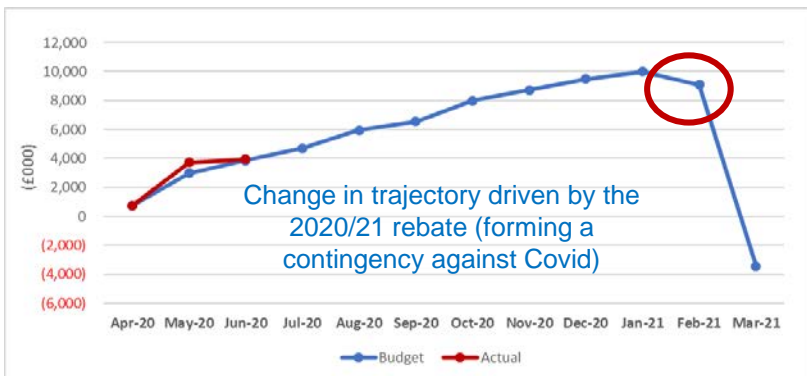


## 73. Sickness Absence



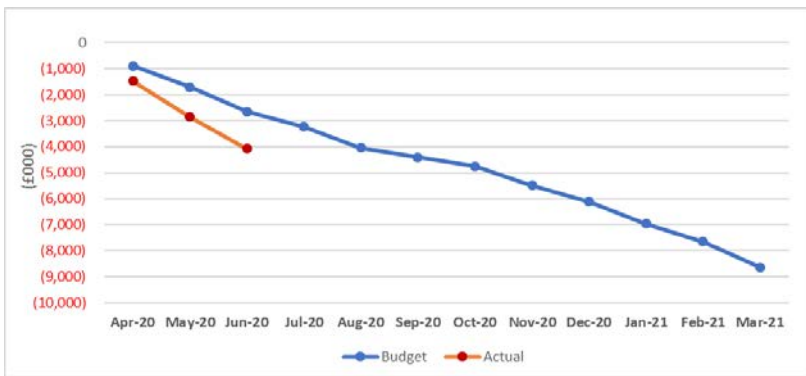
# 2020/21 Financial Performance - Headlines

## Blood and Group: Gross Margin (excl. Transformation Programme)



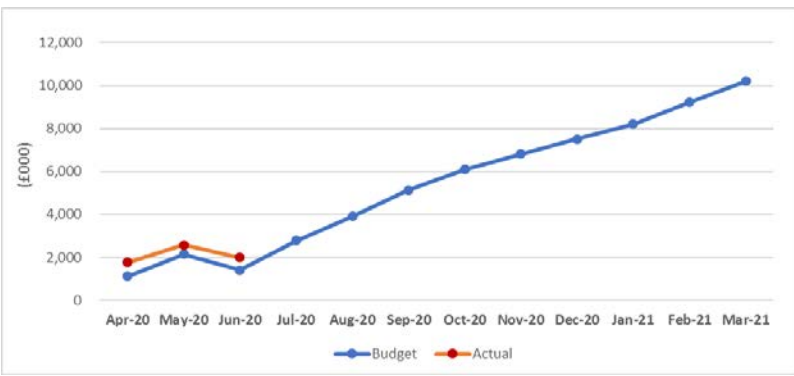
Broadly in line with plan

## Clinical Services: Gross Margin



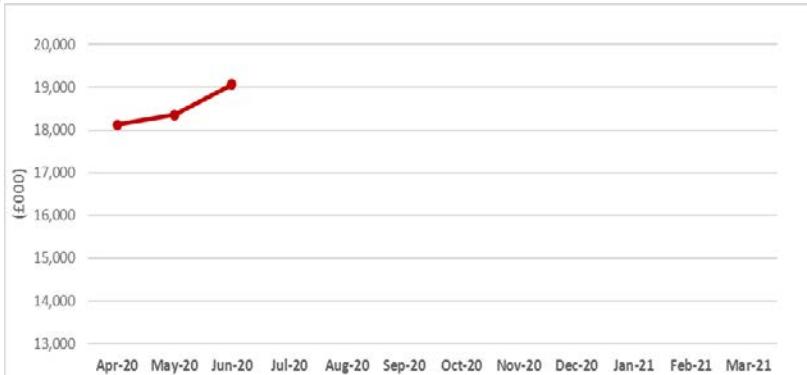
£1.4m behind plan as a result of Covid.

## Organ and Tissue Donation & Transplantation: Gross Margin



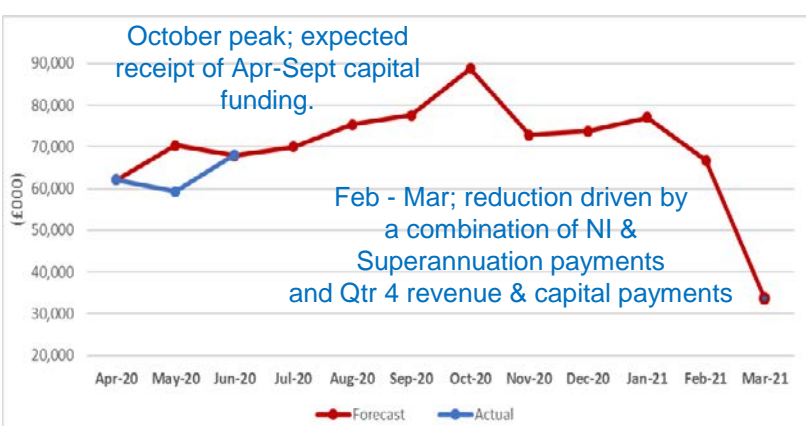
£0.6m ahead of plan;  
ODT +£2.1m due to underspend related to reduced activity  
TES £1.5m behind plan due to lower demand

## Blood and Group Change Programme: Forecast Outturn 2020/21



Forecast at £19.1m versus £17.6m budget

## NHSBT Cash Flow: Forecast Outturn 2020/21



Forecast cash balance at the end of March 2021 is £33.5m.

## NHSBT I&E: Forecast Outturn 2020/21



Q1 forecast £15m deficit, £4.5m ahead of plan.  
Mostly due to operational underspends and release of NHSE funding in ODT

# Financial Performance: Quarter 1 Forecast

## Response to COVID & Convalescent Plasma

**Blood Income** – forecast assumes that the block contracting arrangement mitigating financial risk attributable to reduced demand (c£12m year to date) will be extended for the remainder of the year, however, this is pending final approval through the NCG.

**Clinical Services and TES Contribution** –at Q1, full year forecasts suggest a combined contribution loss of ca £5.4m, which will be set against the blood price rebate.

**Blood rebate/Covid contingency** – additional expenditure and lost contribution/benefits attributable to COVID will be offset against the rebate contingency. At present, the forecast suggests a full year impact of ca £12.5m (Blood & Group £7.1m, Clinical Services £2.8m, TES £2.6m), resulting in a remaining contingency of ca £1.3m. A true up will be calculated later in the year.

**Convalescent Plasma** – The current forecast expects to spend c£17.3m. DHSC have requested that NHSBT scope, define and cost the next phase of the project, with outline approval now having been given to proceed with option 3, which implies indicative funding of a further £67m will be required to meet agreed activity assumptions.

2020/21 forecast is a £15.0m deficit (£4.5m ahead of -£19.5m planned deficit).

### Blood and Group (+£2.9m)

- Blood Income and rebate (+£9.2m) – fully off set by COVID impact £12.5m (see above).
- Blood Supply Expenditure (+£1.0m) – due to lower activity.
- Change Programme (-£1.4m) – now includes cost for Oracle new hardware or cloud migration.
- Group Services (+£1.2m) – underspends in ICT (+£0.8m), Quality (+£0.3m) and Estates (+£0.5m).

### Clinical Services (-£1.9m)

- Diagnostics & Therapeutic Apheresis Services (-£2.8m) - lost contribution as a result of lower activity.
- Clinical (+£0.6m) - attributable to additional distinction income and vacancies.

### Organ and Tissue Donation & Transplantation (+£3.6m)

- TES expecting lost contribution (-£2.6m) - driven by reduced demand.
- ODT forecast (+£6.2m) due to;
  - +£3.0m attributable to reduced activity levels (and implies a small net operating surplus of c£1.3m fro 2020/21).
  - +£3.2m planned underspend for Donor Characterisation – subject to forthcoming business case.

## Additional points to highlight

### Employer's Superannuation

- From 2019/20 employer's pension contributions costs increased by 6.3%, however, this was presented notionally in the final 2019/20 accounts.
- For 2020/21, the additional expenditure will be pass through ie invoice from BSA offset by funding provided by DHSC (nil net effect).

# Financial Performance: Q1 Year to date

**NHSBT reporting a surplus of £0.5m (£2.1m ahead of plan)**

**Blood and Group (+£2.9m)**

- Misc Expenditure (-£4.4m) – Blood and Clinical Services have incurred (-£1.8m) additional costs outside their normal expenditure attributable to COVID (to be offset against the rebate contingency). £3.4m has been spent YTD on Convalescent Plasma, all expenditure to be funded by DHSC.
- Blood and Components Stock (-£1.8m) - 12K reduction of red cell stock against March 2020 closing position
- Blood Supply Expenditure (+£1.5m) - positive variances due to lower activity, partially offset by pay cost pressures (-£0.6m).
- Change Programme (+£2.9m) - projects paused due to Covid and Convalescent Plasma.
- Group Services (+1.8m) – vacancies in ICT and Quality and reduced Estates expenditure (albeit offset by project spend in the transformation fund)

**Clinical Services (-£1.4m)**

- Income loss of £3.3m due to Covid, partially offset by lower consumable spend

**Organ and Tissue Donation & Transplantation (+£0.6m)**

- ODT reporting £2.1m ahead of plan - reduced level of activity (222 donors behind plan) has resulted in lower variable/activity expenditure.
- Tissue and Eye Services reporting a contribution loss of £1.5m due to Covid.

**Debtor days for June 2020 at 10 days. Debtor days > increased to £1.0m.**

- Debtor days have fallen further to 10 days - 12 days ahead of target
- 90+ overdue has increased to £1.0m
- Cash at the end of May 2020 was £68m.
- Forecast cash position for March 2021 is £33.5m, driven by Q1 forecasts deficit (-£15.0m)

**Capital requested to DHSC of £30.4m.**

- Capital requested, albeit not confirmed by DHSC; ITC Renewal £12.8m, Routine Replacement £7.0m, CBC Extension £6.2m, Estates £3.5m and Barnsley £0.9m
- Expenditure continues to be close to plan, however, latest forecast suggests expenditure of £29.4m (reduction in CBC Filton and ITC Renewal)

# YTD Financial Performance – June 2020

	Plan WTE (Ave YTD)		Actual WTE at period end	Year to date			Full year				Forecast variance vs Budget
				Budget	Actual	Variance	2019-20 Actual	Initial Budget	Latest Budget	Forecast	
<b>NHSBT Summary</b>											
<b>Income</b>				113,857	111,991	(1,866)	441,092	448,107	448,107	473,354	25,247
<b>Expenditure</b>				(115,482)	(111,518)	3,964	(434,798)	(467,599)	(467,599)	(488,319)	(20,720)
<b>NHSBT Surplus/(Deficit)</b>				4,912	4,845	2,098	6,293	(19,492)	(19,492)	(14,965)	4,527
<b>Blood and Group</b>											
<b>Income</b>											
Programme Funding				0	3,477	3,477	0	0	0	17,266	17,266
Blood & Components Income				69,989	69,668	(322)	267,960	267,961	267,961	277,571	9,610
Blood Supply Other Income				794	691	(103)	3,448	3,285	3,285	3,185	(100)
Group Services Other Income				416	579	163	2,300	1,692	1,692	2,038	346
<b>Blood and Group Income</b>				71,199	74,414	3,215	273,707	272,938	272,938	300,060	27,122
<b>Expenditure</b>											
Cost of Sales - Blood Component Stock Movement				(326)	(2,161)	(1,835)	(881)	0	0	(1,200)	(1,200)
Donor Experience	190	192		(5,221)	(4,810)	411	(23,208)	(24,936)	(24,936)	(24,893)	43
Blood Supply: Blood Donation	1,339	1,335		(15,272)	(15,193)	79	(60,134)	(61,597)	(61,597)	(61,597)	0
Blood Supply: Manufacturing, Testing & Issue	760	776		(16,184)	(14,862)	1,323	(66,250)	(65,159)	(65,159)	(63,793)	1,366
Blood Supply: Logistics	328	322		(5,123)	(4,992)	132	(20,367)	(19,824)	(19,824)	(20,210)	(386)
Chief Executive and Board	5	5		(191)	(151)	40	(667)	(767)	(767)	(732)	35
Quality	95	87		(1,513)	(1,338)	175	(5,428)	(5,995)	(5,995)	(5,688)	307
Estates & Facilities	77	77		(9,980)	(9,593)	387	(42,183)	(41,267)	(41,267)	(40,781)	486
Finance	100	100		(1,475)	(1,452)	23	(5,890)	(5,860)	(5,860)	(5,914)	(54)
Strategy and Transformation	14	12		(280)	(359)	(79)	(602)	(1,120)	(1,120)	(1,747)	(627)
Business Transformation Services	29	26		(459)	(515)	(56)	(2,052)	(1,843)	(1,843)	(2,127)	(284)
People	129	125		(2,143)	(2,086)	58	(8,104)	(8,901)	(8,901)	(8,788)	113
Information Communication Technology	226	190		(8,020)	(7,377)	643	(26,054)	(34,477)	(34,477)	(33,630)	847
Change Programme	12	13		(4,242)	(1,386)	2,856	(6,918)	(17,625)	(17,625)	(19,069)	(1,445)
Miscellaneous and Capital Charges	0	47		(1,155)	(5,582)	(4,428)	(3,654)	(4,620)	(4,620)	(28,044)	(23,424)
<b>Blood and Group Expenditure</b>				(71,584)	(71,856)	(272)	(272,393)	(293,990)	(293,990)	(318,211)	(24,221)
<b>Blood and Group Total</b>	3,303	3,305		(385)	2,558	2,943	1,314	(21,052)	(21,052)	(18,151)	2,901
<b>Clinical Services</b>											
<b>Income</b>											
Programme Funding - Diagnostics, Therapeutic Apheresis & Stem Cells				1,040	1,040	0	4,162	4,162	4,162	4,162	0
Diagnostic and Therapeutic Services Income				15,640	12,353	(3,288)	62,461	64,974	64,974	59,950	(5,024)
Clinical Services - Research & Development				219	414	195	2,248	875	875	862	(13)
Clinical Services Income - Medical				258	276	18	1,143	1,033	1,033	1,122	89
<b>Clinical Services Income</b>				17,158	14,083	(3,075)	70,014	71,044	71,044	66,096	(4,948)
<b>Expenditure</b>											
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells	726	697		(14,422)	(12,986)	1,435	(56,131)	(58,275)	(58,275)	(56,001)	2,274
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells Change Programme	0	2		(373)	(199)	174	(875)	(2,495)	(2,495)	(2,266)	229
Clinical Services: Research & Development	34	40		(1,266)	(1,457)	(192)	(5,458)	(4,204)	(4,204)	(4,204)	0
Clinical Services: Medical	172	156		(3,748)	(3,518)	230	(13,887)	(14,716)	(14,716)	(14,205)	511
<b>Clinical Services Expenditure</b>				(19,809)	(18,161)	1,648	(76,351)	(79,691)	(79,691)	(76,676)	3,014
<b>Clinical Services Total</b>	932	895		(2,651)	(4,078)	(1,427)	(6,337)	(8,647)	(8,647)	(10,580)	(1,934)
<b>Organ and Tissue Donation &amp; Transplantation</b>											
<b>Income</b>											
Programme Funding - Organ Donation & Transplantation				15,582	15,582	0	62,338	62,327	62,327	62,327	0
Programme Funding - Organ Donation and Transplantation - Opt Out				2,571	2,820	250	6,497	10,462	10,462	14,673	4,211
Organ Donation & Transplantation - NHSE Income				609	293	(316)	1,261	3,333	3,333	5,306	1,973
Organ Donation & Transplantation - UKHDs & Other Income				2,968	2,967	(1)	12,234	11,872	11,872	12,107	235
Tissue & Eye Services Income				3,771	1,832	(1,939)	15,041	16,130	16,130	12,784	(3,346)
<b>OTDT Income</b>				25,501	23,495	(2,006)	97,371	104,125	104,125	107,198	3,073
<b>Expenditure</b>											
Cost of Sales - Tissues Stock Movement				(188)	(131)	57	(540)	(750)	(750)	(750)	0
OTDT - Organ Donation and Transplantation	452	460		(17,751)	(15,720)	2,031	(64,013)	(65,805)	(65,805)	(63,196)	2,609
OTDT - Organ Donation and Transplantation Change Programme	76	42		(3,227)	(3,134)	92	(10,466)	(15,653)	(15,653)	(18,486)	(2,833)
OTDT - Tissue and Eye Services	147	144		(2,925)	(2,516)	409	(11,036)	(11,710)	(11,710)	(10,999)	711
<b>OTDT Expenditure</b>				(24,090)	(21,501)	2,588	(86,055)	(93,918)	(93,918)	(93,431)	487
<b>OTDT Total</b>	676	646		1,411	1,993	582	11,316	10,207	10,207	13,766	3,560

# Contribution Report – June 2020

## NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 30 JUNE 2020

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics				TES	Stem Cells				TAS	DTS Mgt	ODT	TOTAL
		RCI	H&I	Reagents	IBGRL		CMT	CBC	BBMR	CBB				
<b>Income</b>														
Prices	69.9	3.4	1.7	0.4	0.3	1.8	2.2	-	0.5	0.3	2.5	-	-	83.0
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	-	2.9	2.9
Grant in Aid	3.5	-	-	-	-	-	-	-	0.5	0.6	-	-	18.3	22.9
Other	1.8	0.1	0.1	-	0.1	-	0.1	0.5	-	-	0.1	-	0.4	3.2
<b>Total Income</b>	<b>75.1</b>	<b>3.5</b>	<b>1.8</b>	<b>0.4</b>	<b>0.4</b>	<b>1.8</b>	<b>2.3</b>	<b>0.5</b>	<b>1.0</b>	<b>0.8</b>	<b>2.6</b>	<b>-</b>	<b>21.6</b>	<b>112.0</b>
<b>Expenditure</b>														
<b>Variable Costs</b>														
Consumables	(7.5)	(0.2)	(0.5)	(0.1)	(0.0)	(0.4)	(0.4)	(0.1)	(0.1)	(0.0)	(0.7)	-	(0.5)	(10.8)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Variable Costs</b>	<b>(7.5)</b>	<b>(0.2)</b>	<b>(0.5)</b>	<b>(0.1)</b>	<b>(0.0)</b>	<b>(0.4)</b>	<b>(0.4)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.0)</b>	<b>(0.7)</b>	<b>-</b>	<b>(0.5)</b>	<b>(10.8)</b>
<b>Variable Contribution</b>	<b>67.7</b>	<b>3.3</b>	<b>1.2</b>	<b>0.3</b>	<b>0.4</b>	<b>1.4</b>	<b>1.9</b>	<b>0.4</b>	<b>0.9</b>	<b>0.8</b>	<b>1.8</b>	<b>-</b>	<b>21.2</b>	<b>101.2</b>
<b>Direct Costs</b>														
Cost of Sales	(2.2)	-	-	-	-	(0.1)	-	-	-	-	-	-	-	(2.3)
Pay	(23.3)	(2.1)	(1.6)	(0.2)	(0.0)	(1.8)	(1.3)	(0.3)	(0.4)	(0.3)	(0.9)	-	(7.3)	(39.6)
Non Pay	(4.7)	(0.1)	(0.2)	(0.0)	(0.0)	(0.5)	(0.2)	(0.1)	(0.2)	(0.1)	(0.2)	-	(8.1)	(14.4)
<b>Total Direct Costs</b>	<b>(30.2)</b>	<b>(2.2)</b>	<b>(1.8)</b>	<b>(0.2)</b>	<b>(0.0)</b>	<b>(2.4)</b>	<b>(1.5)</b>	<b>(0.4)</b>	<b>(0.6)</b>	<b>(0.4)</b>	<b>(1.1)</b>	<b>-</b>	<b>(15.3)</b>	<b>(56.2)</b>
<b>Direct Contribution</b>	<b>37.5</b>	<b>1.1</b>	<b>(0.6)</b>	<b>0.1</b>	<b>0.4</b>	<b>(1.1)</b>	<b>0.4</b>	<b>0.0</b>	<b>0.3</b>	<b>0.4</b>	<b>0.7</b>	<b>-</b>	<b>5.8</b>	<b>45.0</b>
<b>Direct Support</b>														
Operational Directorate costs	(3.4)	(0.3)	(0.2)	(0.0)	(0.4)	(0.2)	(0.2)	(0.1)	(0.0)	(0.0)	(0.1)	-	(0.7)	(5.6)
Logistics	(4.8)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.0)	(5.0)
Clinical	(2.3)	(0.1)	-	-	-	(0.0)	(0.0)	-	(0.1)	(0.0)	(0.1)	-	(0.3)	(2.9)
Attributable Estates costs	(4.1)	(0.3)	(0.2)	(0.0)	(0.1)	(0.3)	(0.3)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.1)	(5.5)
Attributable IT costs	(4.4)	(0.2)	(0.2)	(0.0)	(0.1)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	-	(1.1)	(6.3)
Depreciation / Cost of Capital	(0.4)	(0.1)	(0.1)	(0.0)	(0.1)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	-	(0.1)	(1.1)
<b>Total Direct Support</b>	<b>(19.4)</b>	<b>(0.9)</b>	<b>(0.7)</b>	<b>(0.1)</b>	<b>(0.6)</b>	<b>(0.7)</b>	<b>(0.7)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>(0.2)</b>	<b>(0.3)</b>	<b>-</b>	<b>(2.3)</b>	<b>(26.3)</b>
Notional Internal Income Uplift	(0.5)	(0.0)	0.5	0.1	0.1	0.0	0.0	(0.0)	(0.1)	0.0	-	-	(0.0)	0.0
<b>Contribution to Unallocated Costs</b>	<b>17.5</b>	<b>0.1</b>	<b>(0.7)</b>	<b>0.1</b>	<b>(0.2)</b>	<b>(1.8)</b>	<b>(0.3)</b>	<b>(0.1)</b>	<b>(0.0)</b>	<b>0.2</b>	<b>0.4</b>	<b>0.0</b>	<b>3.5</b>	<b>18.6</b>
<b>Total Allocated Costs</b>	<b>(57.6)</b>	<b>(3.4)</b>	<b>(2.5)</b>	<b>(0.4)</b>	<b>(0.6)</b>	<b>(3.6)</b>	<b>(2.7)</b>	<b>(0.7)</b>	<b>(1.0)</b>	<b>(0.6)</b>	<b>(2.1)</b>	<b>0.0</b>	<b>(18.1)</b>	<b>(93.3)</b>
<b>Unallocated Costs Apportioned</b>														
Directorate costs	(7.9)	(0.2)	(0.2)	(0.0)	(0.0)	(0.2)	(0.2)	(0.0)	(0.1)	(0.0)	(0.1)	-	(1.4)	(10.6)
Estates costs	(1.2)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.4)	(2.0)
Depreciation / Cost of Capital	(0.4)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.2)	(0.7)
<b>Total Unallocated Costs</b>	<b>(9.6)</b>	<b>(0.3)</b>	<b>(0.2)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.4)</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>-</b>	<b>(2.0)</b>	<b>(13.3)</b>
<b>Operating Net Surplus / (Deficit)</b>	<b>7.9</b>	<b>(0.2)</b>	<b>(1.0)</b>	<b>0.0</b>	<b>(0.2)</b>	<b>(2.1)</b>	<b>(0.5)</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>0.2</b>	<b>0.2</b>	<b>(0.0)</b>	<b>1.5</b>	<b>5.3</b>
Transformation Costs	(1.5)	-	-	-	-	-	-	-	-	-	-	(0.2)	(3.1)	(4.8)
<b>Total Allocated Costs Inc Transformation</b>	<b>(59.2)</b>	<b>(3.4)</b>	<b>(2.5)</b>	<b>(0.4)</b>	<b>(0.6)</b>	<b>(3.6)</b>	<b>(2.7)</b>	<b>(0.7)</b>	<b>(1.0)</b>	<b>(0.6)</b>	<b>(2.1)</b>	<b>(0.2)</b>	<b>(21.3)</b>	<b>(98.2)</b>
<b>Net Surplus / (Deficit) Inc Transformation</b>	<b>6.4</b>	<b>(0.2)</b>	<b>(1.0)</b>	<b>0.0</b>	<b>(0.2)</b>	<b>(2.1)</b>	<b>(0.5)</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>0.2</b>	<b>0.2</b>	<b>(0.2)</b>	<b>(1.7)</b>	<b>0.5</b>

Notes:

- 1 Report is indicative and subject to further amendments pending review/testing of 2020-21 budget increases and cost allocations.
- 2 There is an ongoing review and reconciliation being undertaken which is not yet complete for the Quarter 1 reporting cycle, however will be completed for Quarter 2 reporting.

Cash Flow – June 2020

	Actual Apr-20 £k	Actual May-20 £k	Actual Jun-20 £k	Forecast Jul-20 £k	Forecast Aug-20 £k	Forecast Sep-20 £k	Forecast Oct-20 £k	Forecast Nov-20 £k	Forecast Dec-20 £k	Forecast Jan-21 £k	Forecast Feb-21 £k	Forecast Mar-21 £k	Total £k
Opening bank balance	50,549	62,092	59,271	68,161	70,005	75,306	77,563	88,744	72,872	73,788	77,080	66,709	50,549
Receipts													
Debtors & Other Receipts	35,581	32,866	35,501	32,532	32,067	32,001	31,608	30,360	30,926	30,661	30,658	37,839	392,600
Revenue Cash Limit	0	0	16,525	5,553	5,553	5,553	5,552	5,553	5,553	5,552	5,553	5,553	66,500
Revenue Cash Limit - Opt Out Project	2,490	0	0	0	2,625	0	2,625	0	2,625	0	0	2,625	12,990
Revenue Cash Limit - Convelescent Plasma	0	0	0	7,400	7,000	3,500	0	0	0	0	0	0	17,900
Revenue Cash Limit - Pensions Uplift	0	0	0	0	4,070	814	814	814	814	814	814	814	9,768
Capital Cash Limit	4,100	0	0	0	0	0	10,000	0	4,000	5,000	0	11,400	34,500
Total income	42,171	32,866	52,026	45,485	51,315	41,868	50,599	36,727	43,918	42,027	37,025	58,231	534,258
Payments													
Staff Expenses	10,757	18,732	18,962	18,543	22,548	19,377	19,527	19,653	19,744	20,148	20,021	27,756	235,768
Other Revenue Payments	10,775	16,504	23,235	23,597	21,866	18,633	17,891	21,962	20,758	15,086	21,375	46,730	258,412
Capital Charges	8,756	0	0	0	0	0	0	8,985	0	0	0	8,985	26,726
Capital Payments	340	451	940	1,500	1,600	1,600	2,000	2,000	2,500	3,500	6,000	7,969	30,400
Total costs	30,628	35,687	43,136	43,641	46,014	39,611	39,418	52,599	43,002	38,735	47,396	91,440	551,307
Closing bank balance	62,092	59,271	68,161	70,005	75,306	77,563	88,744	72,872	73,788	77,080	66,709	33,500	33,500

Split by:

Blood21,970

CS6,955

OTDT4,575

Debtor Days (Target is 22 days)	18	14	10
YTD BPPC By Value % (Target is 95%)	91.8%	94.1%	95.7%
YTD BPPC By Number % (Target is 95%)	88.3%	90.9%	92.4%

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	3,712	840	343	969	5,864

Top 5 > 90 days Overdue Debtors £000's	May-20			Jun-20		Comments
	>90 Days overdue £000's	Total Overdue £000's		>90 Days overdue £000's	Total Overdue £000's	
GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHS FT				175	285	£258k payment received - awaiting remittance
ST GEORGES UNIVERSITY HOSPITALS NHS FOUNDATION TRUST				82	117	Invoices outstanding - Trust being chased for payment
BUCKINGHAMSHIRE HEALTHCARE NHS TRUST	57	388		82	518	Escalated to the FD - payments slowly coming through
UNIVERSITY COLLEGE LONDON HOSPITALS NHS FOUNDATION TRU	81	119		66	119	Invoices outstanding - Trust being chased for payment
HCA INTERNATIONAL LTD				34	40	Invoices not received - copies provided and approved for payment
UNIVERSITY OF LEICESTER	188	188				
LEEDS TEACHING HOSPITALS NHS TRUST	92	308				
THE CHRISTIE NHS FOUNDATION TRUST	42	109				
Total 5 Overdue Debtors	321	605		439	1,079	
Other Debtors	471	7,880		530	4,785	
Total Overdue Debtors	931	8,991		969	5,864	

>90 DAYS OVERDUE	Profile by Month											
	Actual Apr-20 £000s	Actual May-20 £000s	Actual Jun-20 £000s	Forecast Jul-20 £000s	Forecast Aug-20 £000s	Forecast Sep-20 £000s	Forecast Oct-20 £000s	Forecast Nov-20 £000s	Forecast Dec-20 £000s	Forecast Jan-21 £000s	Forecast Feb-21 £000s	Forecast Mar-21 £000s
Target £0.5m for over 90 days by 31 Mar 2021	751	931	969									
Ledger Balance at month end	751	931	969									
Target	750	750	750	750	750	750	500	500	500	500	500	500