

**NHSBT Board****NHSBT Strategy Development**

26<sup>th</sup> November 2020

**Status: Official**

**1. Summary and Purpose of Paper**

This paper:

1. Takes stock of the corporate strategy development work started 18 months ago
2. Outlines potential opportunities and challenges post-COVID
3. Considers key factors to enable delivery

As we take forward work to develop a multi-year strategy and supporting transformation roadmap, we are ensuring alignment with the 2021/22 business plan and will refresh our corporate reporting for the start of the financial year.

**2. Action Requested**

This paper frames our work to restart our strategy development, building on the January 2020 Board paper - *NHSBT Strategic Review - Defining our future*.

Our ask of the board is the discuss next steps in taking forward the strategy, particularly consideration of the strategic shifts in light of COVID-19, and of what we need to take into account to enable delivery.

**3. NHSBT Strategy Development**

Development of our corporate strategy builds on the work started 18 months ago, which included engagement across the organisation to build on the strengths of the organisation and plan for our future. This was set out in the January 2020 CEOs report with a paper *NHSBT Strategic Review – Defining Our Future*<sup>1</sup>. The work started by setting out strategic ambitions and optimising our op model accordingly.

The key shifts we committed to as part of this included:

- **Improving our engagement with donors**, such as refreshing our donor base through attracting a new generation of donors and improving the diversity of our donor base to meet clinical demand and tackle health inequalities (with a priority to improve engagement with BAME communities)
- **Optimising our end to end supply chains**, such as collaboration with NHSEI to address constraints to transplantation, continually improving the supply chain through new technology and innovation (e.g. rethinking our approach to diagnostics and testing), and developing more personalised and specialised products and services (e.g. genotyping)

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<sup>1</sup> The January 2020 Board Paper *NHSBT Strategic Review – Defining Our Future* is included for reference as Appendix 1.

- **Adopting a more proactive role in driving improvements across the health system in transfusion and transplantation**, such as improving interoperability with the NHS via new technologies

We also committed to making NHSBT a destination for top talent and making it a **great place to work for everyone**. We will continue to develop this portfolio, building on recent actions to develop our diversity and inclusion programme. We remain committed to reducing the environmental impact of our organisation, and will be refreshing our ambition as part of our strategy.

Since the Board discussion in January we have faced significant changes, along with the wider population and health system, from COVID-19. Not least this has included:

- Established the **convalescent plasma** programme which has successfully built up new systems, processes and infrastructure, undertaken large scale recruitment and training, and engaged with a new donor base.
- Introduced **smarter working** to enable us to continue to be effective while looking after the health and wellbeing of our staff, including around one third of the organisation working remotely, significant reductions in travel, and better use of technology.
- **Accelerated changes in opportunities to drive improvements in the health system** such as changes to transplant pathways during COVID and supported more trusts in therapeutic services.

As we consider our future strategy, COVID-19 has brought uncertainties in some areas, including shifts in our operational planning of supply and demand throughout COVID, but also enabled us to accelerate some changes, such as piloting new digital engagement with donors to better handle the growth in donor interest. We have maintained our focus and continued to deliver our core services throughout.

COVID-19 may also have longer term implications for NHSBT. There may be opportunities to accelerate change as well as provide new challenges and opportunities as the wider economy, population and health system adjusts. We will be building on ABO horizon scanning work to better understand the wider opportunities and challenges, for example:

- Impact from COVID on **longer term population health**, such as demand for products and services or impact on availability of donors.
- **Innovation** in our ways of working.
- **Continuity of supply** in global supply chains, including for plasma products.
- **Changes in social value and public sentiment** towards the NHS and opportunities for refreshing our donor base, including consideration of locations of donor centres, digital experience.
- **Acceleration in use of technology** across services and within the supply chain, such as AI, new technology to support staff, interoperability with hospitals.

As we restart our work on our longer-term strategy, COVID-19 has accelerated work towards achieving these strategic shifts, but not changed our direction. Building on work this year, we need to consider what else we need to do to enable delivery.

Work had begun on refreshing our operating model to support delivery of these strategic shifts, starting with our senior team structures. This work was paused part way through at the start of the COVID-19 response but has recently restarted. Our COVID-19 response has required creative thinking, agility in our changing priorities and stamina for the pace and scale of the challenge. We want to take what we have learned through this period to work smarter for the future. Recognising the scale and pace of this work, we have recently brought in more senior resource to support our efforts.

As we restart the discussions around the operating model, discussions across the Executive Team have highlighted the needs to consider where we need to expand capacity in key areas (e.g. SMEs) and where we need to build new capability across the organisation (e.g. system influencing, commercial negotiations). Re-establishing our core values and building a culture of inclusiveness, openness to new ways of working will be essential in establishing NHSBT as a great place to work for everyone.

In addition to resourcing, our future pricing mechanisms and funding negotiations will be key to the pace and scale that we can deliver transformation.

We also need to plan the transformation roadmap to that we have transparent prioritisation and allocation of resources, clear consideration around the impact on core business, and wider regulatory implications and exposure that could arise. We will be developing ways to better use data to drive our decisions.

Our next steps are to build detailed options around how we can take forward this ambition. We will continue to engage the Board as this work develops.

**Katie Robinson, Director of Strategy and Transformation**

**November 2020**