

# NHS Blood and Transplant

## Stakeholder Perception Research

### Final report 2015/2016

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## Executive Summary

- 43 stakeholders were interviewed as part of the stakeholder perception research in 2015/16, of which 47% were categorised as Charities, 21% as UK Government Departments and 33% as Professional and regulatory bodies.
- This is one more than the 42 interviews undertaken in 2013/14. In this year's research there were six more stakeholders interviewed from the Charities group (20 in total), five less stakeholders interviewed from the Professional and regulatory bodies group (14 in total) and the same number interviewed from the UK Government Departments group (9 in total).
- Stakeholders were again asked to separately assess the performance of NHSBT in encouraging blood donation, ensuring a safe and sufficient supply of blood, encouraging organ donation and ensuring a safe and sufficient supply of organs. A new question was included this year, in which stakeholders were asked for their thoughts on how responsive NHSBT are to feedback from stakeholders.
- Overall, stakeholders have a positive perception of NHSBT and the work that it does with 97% of respondents stating that they understood “very well” or “quite well” what NHSBT does and is achieving as an organisation, only a 1% decrease from 2013/14.
- This year 98% of stakeholders interviewed were either “very satisfied” or “fairly satisfied” with NHSBT's overall performance as it related to their own role and work, this compares favourably to the 88% that answered that way in 2013/14.

## Executive Summary

- This year, 75% of stakeholders felt that NHSBT were “very effective” or “fairly effective” in encouraging people to donate blood, similar to the 77% in 2013/14. In terms of how well NHSBT performed in ensuring a safe and sufficient supply of blood, 83% of respondents stated that NHSBT were “very effective” or “fairly effective”, an improvement from 73% in 2013/14. No negative answers were received to either of these questions again this year.
- 82% of respondents this year stated that NHSBT were “very effective” or “fairly effective” in encouraging people to donate organs, an improvement on 74% in 2013/14. In terms of how well NHSBT are performing in ensuring a safe and sufficient supply of organs, 79% of respondents said that NHSBT were “very effective” or “fairly effective”, again an improvement from 66% in 2013/14.
- 84% of stakeholders thought that NHSBT communicated “very effectively” or “fairly effectively about their work this year”. This compares to figures of 84% in 2013/14, 85% in 2012/13 and 82% in 2011/12.
- 80% of stakeholders this year felt that NHSBT engaged “very effectively” or “fairly effectively” with them. This is a slight increase on the 2013/14 figure of 77% but still lower than the 2012/13 figure of 85%. Furthermore 67% of stakeholders felt that NHSBT responded to feedback “very effectively” or “fairly effectively”.
- Stakeholders stated various examples over the past year of achievements that they felt NHSBT had realised. NHSBT achieving its organ donation targets over the previous year was again cited as a significant achievement as it was in 2013/14, an increase in its social media presence, improvements in stem cell work and providing a safe and sufficient supply of blood were other noted achievements.
- Stakeholders suggested areas for improvement should focus on improved communication and collaboration, particularly with BAME communities and younger people.

# Introduction and background

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# Introduction and background

- PwC was commissioned by NHS Blood and Transplant (NHSBT) as part of their internal audit process in 2015/16 to undertake a research study to review the effectiveness of NHSBT communications and engagement with a range of stakeholders.
- This follows on from four previous stakeholder perception studies which were undertaken in 2010/11, 2011/12, 2012/13 and 2013/14. Research was not undertaken in 2014/15 as it has been decided to conduct the research every other year in order to allow time for changes to be effected. The questions posed to stakeholders in each year of the research were broadly similar, although there were some changes to reflect key issues within NHSBT each year.
- This year's research was, as per previous years, conducted in a manner to limit the burden in terms of time on the stakeholders that agreed to participate.
- The research in 2015/16 was focused on:
  - Stakeholder awareness and understanding of the role of NHSBT
  - Assessment of NHSBT performance
  - Communication and engagement with stakeholders
- A total of 43 telephone depth interviews\* (arranged by NHSBT) were held across a four week period in February and early March 2016 with the following stakeholder groups:
  - UK Government Departments (9 interviews)
  - Professional and regulatory bodies (14 interviews)
  - Charities (20 interviews)

\* Stakeholders were asked to participate in a telephone discussion which took the form of a depth interview, during which they were asked a series of questions about NHSBT and their perceptions of the organisation.

# Introduction and background

- The stakeholders invited to participate in this research are broadly those who have regular contact with NHSBT or a close interest in blood, organ or stem cell donation. The 43 interviews undertaken in 2015/16 provide valuable insight and understanding of stakeholders' perceptions of NHSBT. Feedback from a well-informed stakeholder community is helpful for informing the future activities of NHSBT with these important target audiences.
- The number of interviews undertaken in 2015/16 has increased by one, from the number undertaken in 2013/14, when 42 interviews were held. Similar to previous years the focus was on interviewing key stakeholder groups; Charities, UK Government Departments and Professional and Regulatory Bodies.\*\*
- The group previously known as DH and Devolved Admins was renamed in 2012/13 to UK Government Departments and this group name has been retained for this year.
- Overall since the first Stakeholder Perception Research report in 2010/11 we have surveyed a total of 202 stakeholders.

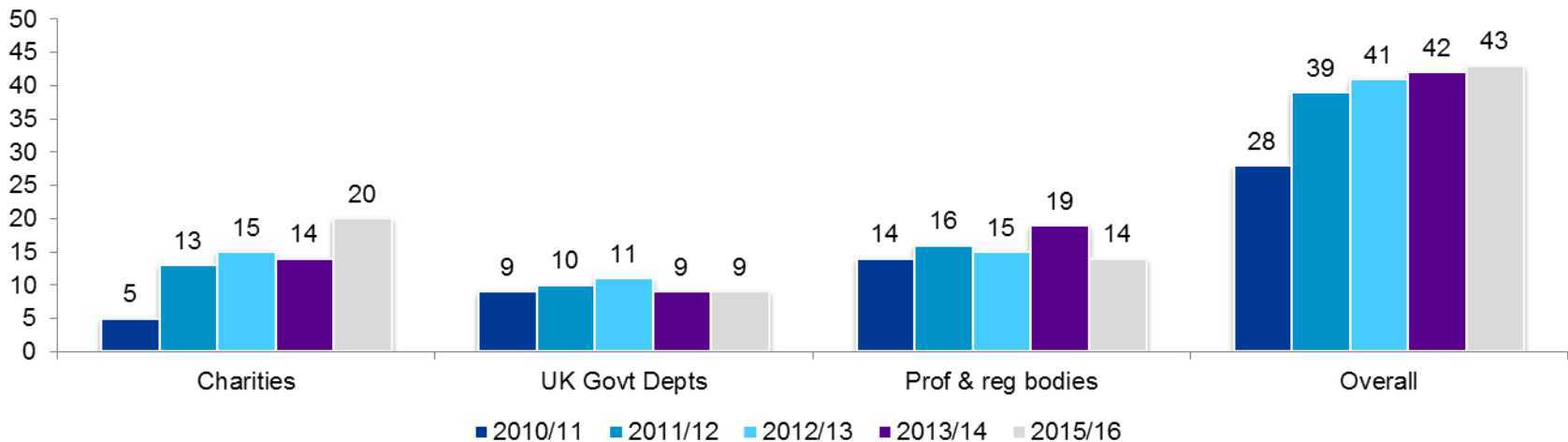
*\*Note that a higher number of participants were recruited from the charities group, as NHSBT has been working intensively with representatives across various organisations and would like to understand the feedback in detail from this important stakeholder group.*

*\*\* As was the case in last year's report, MPs and Peers have been omitted. The key reason for this is the difficulties in engaging individuals within the MPs and Peers group to participate in previous years, despite repeated attempts by NHSBT to schedule interviews with this group. For the 2013/14 research and this year's research there were no interviews held with stakeholders from this group.*

## Introduction and background

- 14 stakeholders who were interviewed previously in 2013/14 also agreed to participate in this year's research. In addition, 29 stakeholders who were not involved in 2013/14 were also invited to participate. The graph below compares the number of respondents in each group in 2015/16 with that in previous years.
- NHSBT will continue to engage with all stakeholder groups and seek feedback on perceptions.
- Due to rounding of figures between the three key groups and at an overall level, percentages shown in graphs within this report may be slightly above or below 100%.

**Respondents in each target group**



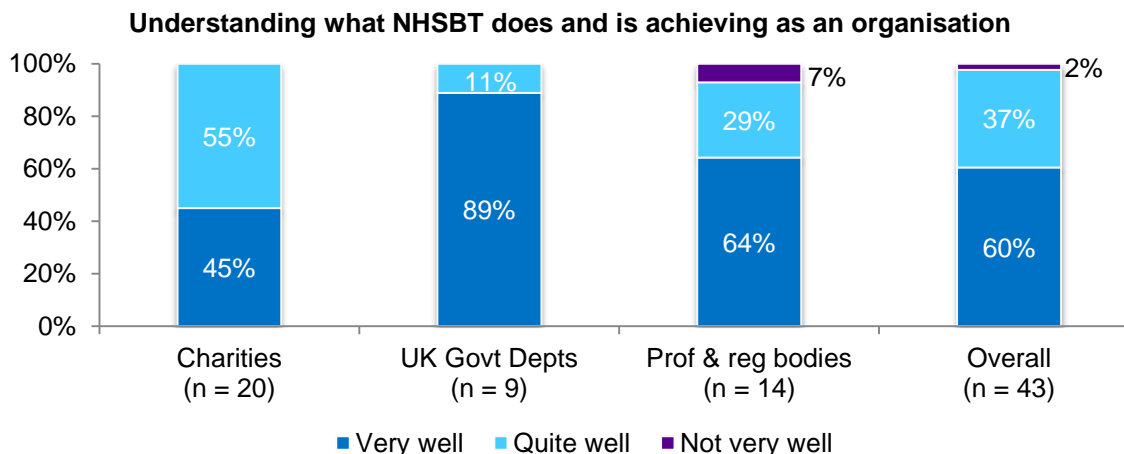


# **Key findings: Awareness and understanding of NHSBT role**

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# Understanding of what NHSBT does and is achieving as an organisation

- This year, 97% of respondents believed they understood what NHSBT does either 'very well' or 'quite well'. This compares to 98% in 2013/14, 88% in 2012/13, 95% in 2011/12 and 93% in 2010/11.
- Stakeholders from Charities and UK Government Departments were the most positive in their response to this question, with all respondents in these groups answering either 'very well' or 'quite well'. As in the 2013/14 research, UK Government Department individuals were most confident in their understanding of what NHSBT does and is achieving as an organisation, with 89% answering "very well". The opinions of stakeholders within the Professional and regulatory bodies have remained broadly similar, with a small decline in the number answering either "very well" or "quite well". 93% answered either "very well" or "quite well" in this year's research compared to 95% in 2013/14.



*"I understand what they do, but not quite so much about what they are achieving. They talk more about the problems that they are having rather than about what they are achieving."*

- Charities

*"I'm familiar with what NHSBT do, but perhaps not quite so up to date on some of their new initiatives."*

- Charities

# Key findings: Assessment of NHSBT performance

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# Overall satisfaction with NHSBT performance

- As the graph below demonstrates, 98% of respondents were either “very satisfied” or “fairly satisfied” with the overall performance of NHSBT as it related to their own role and work.
- This compares favourably with previous research in 2013/14 (88%), 2012/13 (88%), 2011/12 (89%) and 2010/11 (89%).
- Within this year's research, individuals from UK Government Departments responded less positively, with only 22% stating that they are “very satisfied” with NHSBT’s performance. This is a significant change from 2013/14 in which 78% of individuals in this group were “very satisfied” with NHSBTs performance.
- Charities were more positive this year with 95% of respondents either “very satisfied” or “fairly satisfied” with NHSBT’s performance. To put this into context, only 64% of 2013/14 respondents answered “very satisfied” or “fairly satisfied”.

*“I interact with them on many issues and they are fairly good. They could be better in their communications however, it can be hit and miss.”*

- Charities

*“The performance has been improving lately, but there is still room for improvement. Now we need the increase in people signing up to the donor register to be reflected in the actual donations.”*

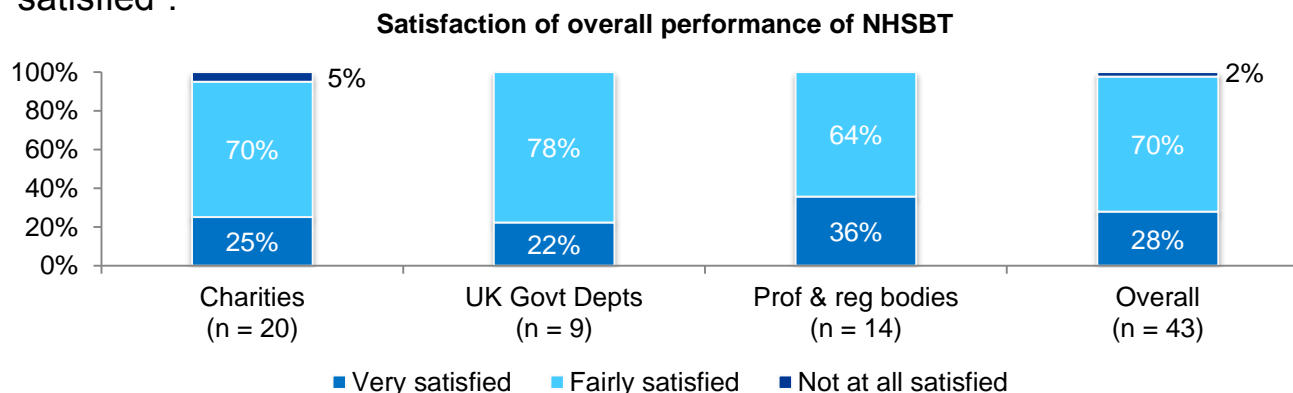
- Professional & Regulatory Bodies

*“We have good engagement and we are working on collaborating more.”*

- Charities

*“Their performance is not as good as in previous years as the number of transplants has gone down but not sure how much of this is down to external factors beyond NHSBT control rather than NHSBT themselves.”*

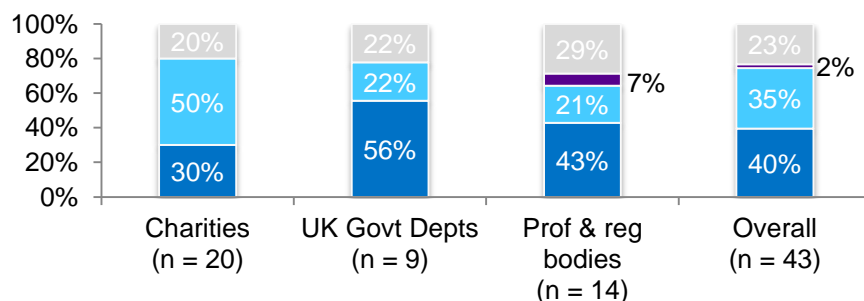
- Charities



# Encouraging people to donate blood and ensuring a safe and sufficient supply

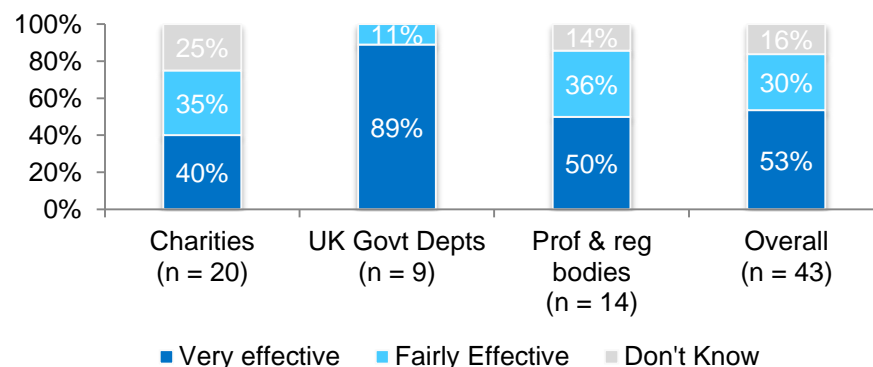
- This year saw a slight decline in the number of respondents answering "very effective" or "fairly effective" (75%) regarding NHSBT's performance in encouraging blood donation, compared to 2013/14 respondents (77%). However, the number of negative responses have stayed the same over this period (2%).
- UK Government Departments and Charities were the most positive in their response to this question this year, whereas Professional and regulatory bodies were the most positive in 2013/14. The latter of these groups also remained the only group to have some respondents answer negatively, both in 2013/14 and 2015/16.
- This year respondents were more confident in NHSBT's performance and its ability to ensure a safe and sufficient supply of blood, with 83% answering either "very effective" or "fairly effective", a 10 percentage point increase from 2013/14 results.
- Again, UK Government Department respondents answered the most positively with 89% answering "very effectively", compared to 40% of stakeholders from Charities, and 50% of stakeholders from Professional and regulatory bodies.

**Performance in encouraging blood donation**



■ Very effective ■ Fairly effective ■ Not very effective ■ Don't know

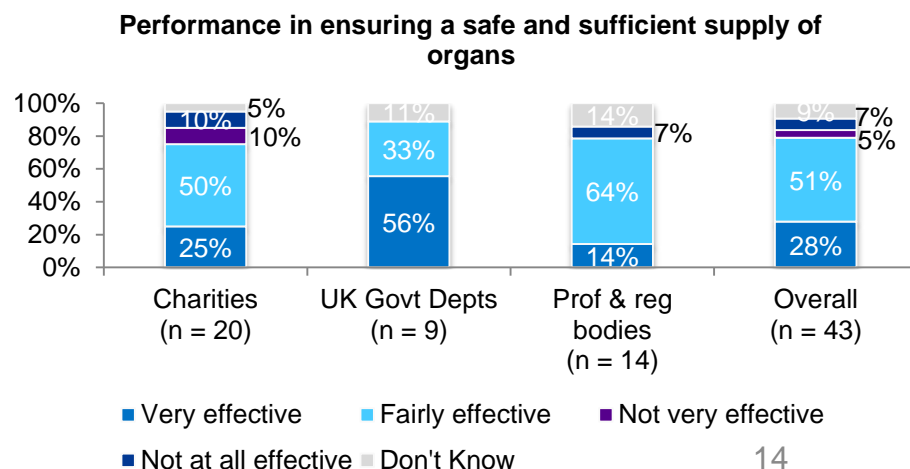
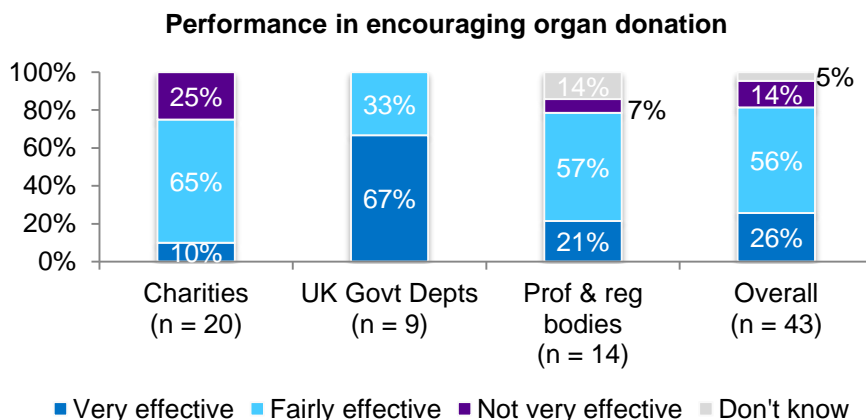
**Performance in ensuring a safe and sufficient supply of blood**



# Encouraging people to donate organs and ensuring a safe and sufficient supply

- 82% of respondents in 2015/16 believed NHSBT's performance in encouraging people to donate organs was either "very effective" or "fairly effective". This indicates a positive change in opinion from the 2013/14 research which saw 74% of its respondents answer similarly.
- Charities and UK Government Departments saw 10% and 67% of their individuals answer "very effective", respectively.
- This year, only 7% of Professional and regulatory body participants answered "not very effective", compared to 2013/14 in which 21% answered "not very effective".

- 79% of respondents in 2015/16 answered either "very effective" or "fairly effective" regarding NHSBT's performance in ensuring a safe and sufficient supply of organs to the NHS across the UK, an improvement from 2013/14 (66%).
- Charities and Professional and regulatory bodies both played a key role in the increase in positive responses, with 50% and 64% answering "fairly effective", respectively. This is an increase on the Charities' positive response rate of 14% in 2013/14 and 37% of Professional and regulatory bodies in 2013/14.



# Significant areas of achievement

- Stakeholders noted a number of significant achievements made in their opinion by NHSBT over the past year. The points below indicate the significant areas of achievements noted by respondents.

Achievements	Comments
Strong social media presence	<p><i>"I think NHSBT's presence on social media has been very good and that they've made good progress in reaching out to different audiences."</i></p> <p><b>- Charities</b></p> <p><i>"Social media activity has made a real change to the public awareness, the message is being spread widely. All credit to the communications social media team."</i></p> <p><b>- Professional &amp; Regulatory Bodies</b></p>
Increasing numbers of organ donors	<p><i>"I'm very impressed with the improvement in organ donor numbers over the last year."</i></p> <p><b>-UK Government Departments</b></p> <p><i>"The increase in organ donors and the amount of people signing up to the organ donor register is a significant achievement."</i></p> <p><b>-UK Government Departments</b></p> <p><i>"Biggest achievement has been the recent change in consent after death for organ donors (family consent no longer required)."</i></p> <p><b>- Charities</b></p>
Improvements in stem cell work	<p><i>"I think the performance of NHSBT has been good over the past year, especially the work on stem cell harvesting."</i></p> <p><b>- UK Government Departments</b></p>
Providing a safe and sufficient supply of blood	<p><i>"As a blood service, the fact that they deliver blood safely and effectively should be applauded. They are the unsung heroes of the NHS."</i></p> <p><b>- Professional &amp; Regulatory Bodies</b></p>

# Areas for improvement

- Stakeholders were asked if there was anything more that NHSBT should do, or could do differently, to work or engage with them more effectively. The points below indicate some areas in which respondents felt improvements could be made.

Areas for improvement	Comments
Greater interaction and collaboration with other organisations	<p><i>"NHSBT could rally their stakeholders and multiply their power to promote NHSBT campaigns."</i></p> <p><b>-Charities</b></p> <p><i>"NHSBT need to trust more in their stakeholders as some may know more about certain areas or communities than they do. This would enable stakeholders to deliver more. Stakeholders and NHSBT are both working towards the same thing but sometimes stakeholders can do things more quickly than NHSBT."</i></p> <p><b>- Charities</b></p>
Greater involvement with BAME communities	<p><i>"More dialogue is needed, especially in communications with BAME communities. There is a bit of a disconnect or lack of coordination in their messages to BAME communities which they need to work on. They should work more with charities like ourselves who know the community better to help them deliver their message."</i></p> <p><b>- Charities</b></p>
Clearer communication with stakeholders	<p><i>"NHSBT could improve their communications around organ donation and make clearer their communications with regards to their role in the area of stem cell transplants."</i></p> <p><b>-Professional &amp; Regulatory Bodies</b></p> <p><i>"The people that are best informed do not communicate their knowledge well. A lot of the communication is cascaded through a lot of layers before it reaches the doctors and this does not work very well."</i></p> <p><b>-Professional &amp; Regulatory Bodies</b></p>
Create awareness amongst younger generations	<p><i>"A lot of issues with organ donation are amongst adults rather than kids and these beliefs aren't innate...NHSBT should really promote organ donation amongst the younger generations."</i></p> <p><b>- Charities</b></p>
Focus on transplants in addition to organ donations	<p><i>"They need to focus more on increasing transplants rather than increasing the number of donors."</i></p> <p><b>- Charities</b></p>



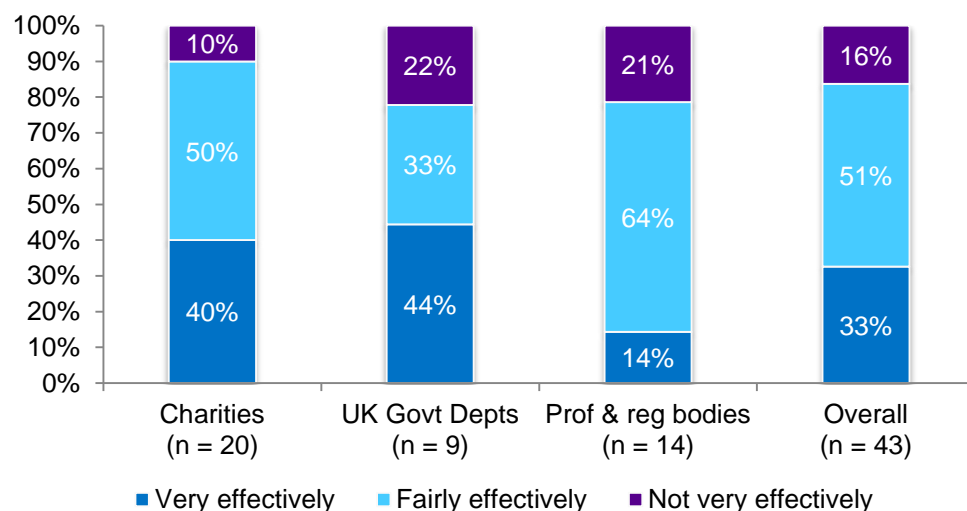
# Key findings: Communication and engagement

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# Communicating what NHSBT does

- 84% of stakeholders felt that NHSBT communicates “very effectively” or “fairly effectively” about their work. This is the same percentage as in 2013/14, however there has been a decrease from 48% choosing “very effectively” in 2013/14 to 33% in 2015/16. As in previous years, none of the stakeholders responded that the communication is “not at all effective”.
- Only 10% of Charities stated that communication from NHSBT was “not very effective”. This is the lowest percentage of respondents answering this across the three stakeholder groups, and is a decrease on 2014 when 21% of charities said that communication was “not very effective.”
- Professional and regulatory bodies have seen a decrease in respondents providing a negative response from 22% in 2013/14 to 21% in 2015/16, and UK Government Departments have seen an increase from no negative responses in 2013/14 to 22% this year.

Effectiveness of telling you about NHSBT work



*“We receive the Medical Director's newsletter, have good contact with the communications team and NHSBT's social media activity has improved recently. However, there have been times when we have received information a bit late, which is not great.”*

- Professional and regulatory bodies

*“We only get updates occasionally, it is not enough. The involvement is limited to when we are used in campaigns.”*

- Charities

*“Very effective when you seek information, but I don't think it's readily available.”*

- Charities

# Effectiveness in working with and engaging with stakeholders

- 80% of stakeholders felt that NHSBT engaged “very effectively” or “fairly effectively” with their organisations. This is an increase from 77% in 2013/14. However, there has been a shift in responses from “very effectively” to fairly effectively” with only 33% stating “very effectively” compared to 48% in 2013/14 and 47% in 2015/16 stating “fairly effectively” compared to 29% in 2013/14.
- 5% of respondents stated that the NHSBT engaged “not at all effectively” with their organisation, this is an increase from 2013/14 when only 2% stated this response.
- There has been a large decrease in the percentage of Charities that responded “not very effectively” or “not at all effectively” from 57% in 2013/14 to 30% this year.

*“I am impressed with NHSBT’s ability to develop effective relationships with its partners which results in very productive outcomes, especially within government bodies.”*

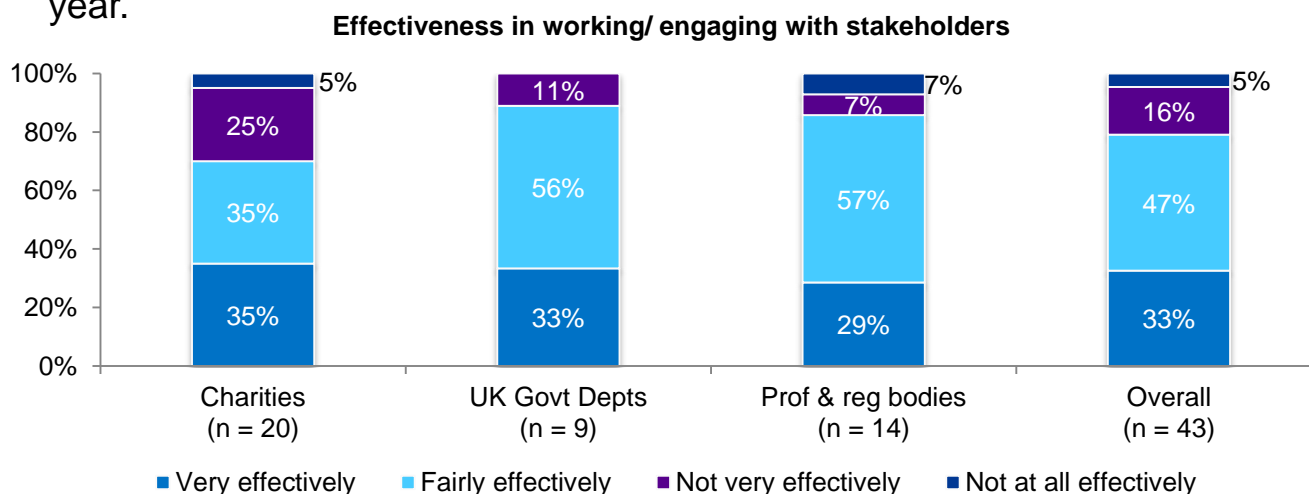
- Charities

*“NHSBT often have ‘bursts’ of engagement with our organisation, so it is very up and down in terms of effectiveness.”*

-Charities

*“Whenever I need something they are very helpful and I get a response quickly. I do however think they might be a bit less proactive currently than they were before, but again, this could be a perception I have due to the limited exposure I have had to them lately.”*

- Professional and regulatory bodies



# Responsiveness of NHSBT to feedback

- A new question was added to this year's research: "How responsive would you say NHSBT is to your feedback?" As this is a new question, no comparisons to previous years are possible yet.
- 67% of respondents reported that NHSBT was "very responsive" or "fairly responsive" to feedback from stakeholders, with most stakeholders (44%) indicating that NHSBT are "fairly responsive".
- 12% of participants stated that NHSBT was "not very responsive", and 5% said "not at all responsive". In particular, 30% of participants from the Charities group answered "not at all responsive" or "not very responsive."
- 16% of participants refrained from answering this question as they have never provided feedback to NHSBT.

*"They can be slow to respond to requests for information. They do listen to our ideas but they 'cold shoulder' a lot of them or just don't react to them. [This is] very frustrating from our side as we know more about our community than they do and can do more if they would let us. They don't always take that feedback very well."*

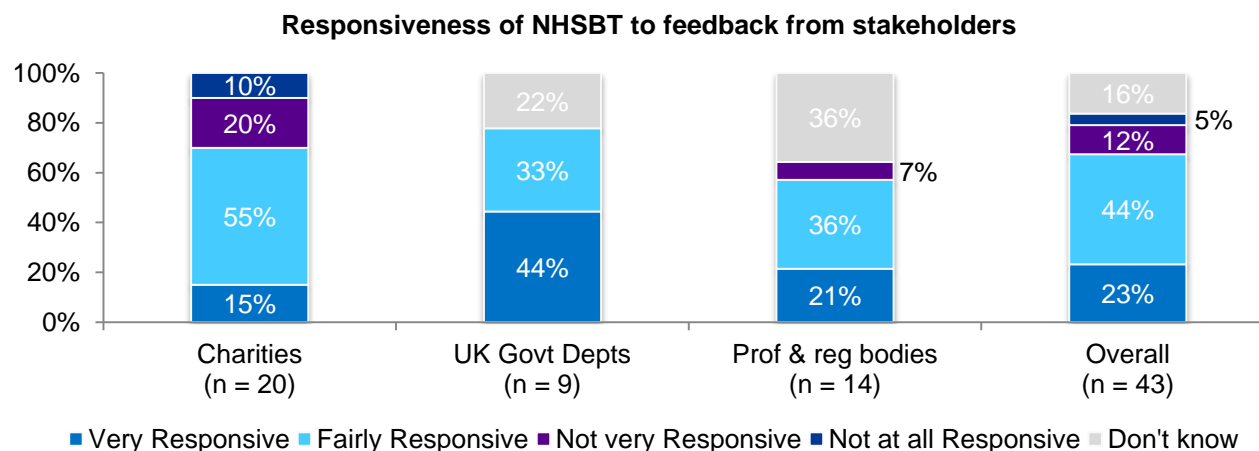
- Charities

*"I feel like this is continuously improving but that there is still room for further improvement."*

- Charities

*"I have seen actual improvements happen after providing feedback and [we] have a good relationship between our leadership team and NHSBT's leadership."*

- Professional and Regulatory bodies



# Appendix A: Interview topic guide

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# Interview topic guide\*

## Awareness and understanding of role

- How well do you understand what NHS Blood and Transplant (NHSBT) does and is achieving as an organisation? (Very well/Quite well/Not very well/Not at all well)

## Assessment of performance

- How satisfied are you with the overall performance of NHSBT, as it relates to your own role and work? (Very satisfied/Fairly satisfied/Not very satisfied/Not at all satisfied)
- Taking into account all you know about their work, please rate the current performance of NHSBT in each of the following areas:

Do you think its performance is (Very effective/Fairly effective/Not very effective/Not at all effective/Don't know)?

- a) Encouraging people to donate blood?
- b) Ensuring a safe and sufficient supply to the NHS in England and North Wales?
- c) Encouraging people to donate organs?
- d) Ensuring a safe and sufficient supply to the NHS across the UK?
- What have been the most significant achievements of NHSBT over the last year?
- What are the main things which NHSBT could have done better over the last year?

\* Stakeholders were asked to participate in a telephone discussion which took the form of a depth interview, during which they were asked a series of questions about NHSBT and their perceptions of the organisation.

# Interview topic guide

## **Communications and collaboration**

- How effectively does NHSBT tell you what you need to know about its work? (Very effectively/Fairly effectively/Not very effectively/Not at all effectively)
- How effectively would you say NHSBT work or engage with you? (Very effectively/Fairly effectively/Not very effectively/Not at all effectively)
- How responsive would you say NHSBT is to your feedback? (Very responsive/Fairly responsive/Not very responsive/Not at all responsive)
- Why do you say that? Is there anything more NHSBT should do, or do differently, to work or engage with you more effectively?

# Appendix B: List of stakeholders

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# List of stakeholder organisations

Charities	Professional and Regulatory Bodies	UK Government Departments
African-Caribbean Leukaemia Trust (ACLT)	British Medical Association (BMA)	Barts Health NHS Trust
Anthony Nolan	Cell Therapy Catapult (2)	Department of Health (4)
British Heart Foundation	Human Tissue Authority (2)	Institute of Health Research
British Kidney Patient Association (BKPA)	Intensive Care Society	Northern Ireland Government
Children's Liver Disease Foundation	NHS Commissioning Board	Scottish Government
Donor Family Network (2)	NHS England	Welsh Assembly
Faith Action	NHS Wales	
Gift of Living Donation	Public Health England (PHE)	
Keratoconus Self Help Group	Royal College of Anaesthetists	
Live Life Give Life	Royal College of Nursing	
National Kidney Federation	Royal College of Physicians and Surgeons of Glasgow	
Polycystic Kidney Disease Charity UK	Welsh Blood Service	
Sickle Cell Society		
South Asian Health Foundation		
The National Black, Asian and Minority Ethnic Transplant Alliance (NBTA)		
Strategy Oversight Group – Taking Organ Transplantation to 2020		
Transplant Sport		
Transplantation in Islam		
UK Thalassaemia Society		

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