Board Performance Report
Performance Report

For the period ended 30th April 2016

	Status	Trend	Comments
Blood Components			Red cell (and now) platelet demand continue to fall. Differential demands at component / group level are, however, generating significant supply planning challenges and impacting supply chain performance pending improved alignment of donor/supply at a detailed level.
DTS			Lower BBMR matches and cord blood issues than planned (especially international) in SCDT impacted overall income and contribution in DTS in the month.
ODT			Deceased donors in April were lower than plan at 109 (vs 120 planned). The number of transplants is also lower than plan (284 vs 325). Living Donors (reported one month in arrears) were 153 (13%) behind plan in 2015/16. Turnover of SN-ODs is high and on an increasing trend.
Corporate			Sickness absence has continued to improve this month and is reporting at 3.2% (vs 3.92% in 2015/16). Outages of critical IT systems were high in April.
Finance			A surplus of £2.4m was recorded in April, £0.9m better than plan. Focus continues to be on planning and our ability to fund the transformation programme in the light on ongoing decline in demand and supply chain pressure. The I&E forecast for 2016/17 is a planned deficit of £19.7m, reflecting planned transformation spend of £33m (funded from cash).
Change Programme			There is one project reporting at 'Red' status this month – Leicester Donor Centre which has been terminated due to the high costs quoted by Boots. Although the 2016/17 plan is secured by the cash position the combined cash call for 2016/17 and 2017/18 remains challenging. Further reductions in demand and higher costs of CSM than planned remain as risks that will need to be constantly monitored/evaluated.

Contents	Pages

DIVISION	PILLAR	BLODD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	72% of blood donors scoring =/> 9/10 for satisfaction.	G	-	Ahead of plan in April (72.6% vs 72%) - Chart 15.
		No. of complaints per million donation	R	-	Higher than plan at 5.6k (vs 4.9k)- Chart 16
		Number of Donors Donating over the last 12 months (000's)	G	-	Ahead of plan in April (881k vs 878k) - Chart 19.
		Frequency of Donation (overall)	G	-	April 16 at 1.89 (Chart 19).
		Number of O- neg Donors donating last 12 months (000's)	G	-	Equal with plan in April (vs 105.8k) - Chart 19.
		Frequency of Donation (O neg donors)	G	-	Higher than plan in April (1.98 vs 1.975) - Chart 19.
		% of whole blood donations in donor centres	G	-	April at 16.8% vs plan of 15.9% - Chart 11.
		% of 9 bed sessions	G	-	Better than plan in April (64.4% vs 60%) - Chart 12.
		Blood Donation Productivity: units/FTE/year	G	-	April at 1,385 vs plan of 1,350 – charts 27/28
	Supply-Chain Operations	Red Cell Blood Stocks – Alert Levels	G	-	Above 3 day alert for all groups - (chart 13).
		Platelet Demand vs. Stock levels	G	-	Aggregate stocks +/- the 2 day alert level -chart 14.
		Number of 'critical' and "major" regulatory non-compliances	G	-	None reported in April 2016
		96.5% of Products Issued on Time	A	-	Worse than plan in April (95.9% vs 96.5%) - chart 21.
		Manufacturing Productivity (units/FTE/year)	A	-	April's return is lower than plan (9.9k vs 10.0k) - Chart 25.
		Testing Productivity (units/FTE/year)	G	-	April reporting (26.6k vs 26.2k) - Chart 26 -
	Customer Service and the Hospital Interface	% hospitals scoring =/> 9/10 for satisfaction (chart 22).	-	-	April at 74% (target 70%). Next survey June 2016.
		Red Cell Price £120.00 in 2016/17.	G	-	Red cell price at £120 p/unit – per agreement with NCG

DIVISION	PILLAR	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Hospital Integration	Hospital Served via Vendor Managed Inventory	-	-	8 hospitals (vs 2015/16 target 14). Discussions ongoing with a further 12 hospitals.
		Hospital networks with extended / integrated services	-	-	Focus is now on "extending" service, and being piloted with 3 Trusts.

- Red Cell issues in April were 2.5% lower than plan and 4.9% lower than in the previous year.

- The red cell demand forecast for 2016/17 has been reduced to 1.523m issues from 1.540m last month (NCG agreed 1.527m) a 4.5% reduction on 2015/16. We are now making full use of the PCS (SO99module) for demand forecasting and producing forecasts based on demand rather than issue data. We will however, continue to review the data for the next few months before being adopted within the formal demand plan.

- April Whole Blood (WB) collections were 1.2% higher than plan. As a consequence of lower issues/higher collections vs plan, stocks increased to c36k at month end (March 31k). All blood groups remain > 3 day alert, although O neg stocks continued to range between 3-4 days during most of April and we continue to struggle to lift them above 4 days.

- From May 2016 blood that is donated in North Wales will be collected and processed by the Welsh Blood Service and distributed to hospitals throughout Wales. There will be minimal changes for donors who give blood in north Wales, much of the service and their experience will remain the same. The team who currently work in the north Wales area will transfer over to the Welsh Blood Service (WBS) and they will continue to visit the same collection venues as now. Donors situated in north Wales can continue to book their appointments for north Wales sessions as normal, however from 30th April 2016**,** to book an appointment or change their appointment time, they will need to do this via the WBS.

- Pressure on O neg supply remains, with the April proportion of O neg supply continuing to be high at 12.9% (versus proportion of the population of 7%). Although we will continue to review all opportunities to boost the stock position, including the adoption of a priority booking system for O neg donors, it is accepted that this will not be sustainable in the longer term and may need to consider the adoption of differential pricing to influence hospital ordering behaviour.

- Platelet issues in April were 5.0% lower than plan and 5.5% lower than in the previous year. The forecast platelet demand for 2016/17 has been reduced from 273k to 264k (versus 273k agreed with the NCG). This is considered to be a structural change and demand for 2017/18 has also been reduced to 253k issues (vs 273k issues previously).

- The proportion of CD platelets was higher this month at 64% (March 62.1%) in contrast to the plans for reducing this during 2016/16 to 57% and to 50% during 2017/18. Managing demand from hospitals is proving challenging with a number insisting on 100% apheresis platelets. There is a cost differential in providing this product and we will be exploring the option of applying a differential cost to apheresis versus pooled platelets.

- Platelet stocks in aggregate were above the alert level during April. Stock of Group A- platelet's, were below the 1 day's stock alert level on 1 working day, (a significant improvement on March where there were 5 working days below the alert level).

- As with red cells, demand for universal A neg platelets is increasing whilst total platelet demand is falling. In response we are increasing the number of whole blood donors for pooling of platelets. This will further increase stock levels of A neg red cells and is likely to lead to higher wastage levels in future months. We are also calling in those A neg platelet donors who may only provide single doses albeit this will reduce overall yield and increase unit costs. As with O neg red cells the trend is not sustainable in the long term and we may also need to consider differential pricing of A neg platelets and A neg red cells in order to influence hospital ordering patterns and incentivise transfusion practice.

- Red Cell wastage in April at 3.59% was in line with plan (3.60%) and lower than in the previous year (3.71%). Platelets issued / produced was lower in April at 88.5% and worse than plan (91.36%) and also lower than in the previous year (90.88%). The level of platelet losses directly reflects the differential supply challenges described above and, in both cases, the plan reflects the fact that it will be difficult to maintain the improving year on year trends that have been seen in the past.

- OTIF (before substitutions) is also reflecting the supply challenges above. OTIF in April at 95.9% was better than in the previous month (95.5%) but lower than plan of 96.5%. The number of Ro substitutions improved this month but continues to remain behind target (58.6% vs 65%). Meeting target, particularly from Colindale/Tooting, will continue to depend on increasing donor numbers, with actions in place (for example) to ask infrequent donors to donate double dose red cells and Ro units being tagged for fast-tracking through to production.

- The number of faints in April was 164, worse than target of 160. The number of rebleeds (30) was equal with target.

- Donor satisfaction was ahead of plan this month at 72.6% (vs target of 72%). Donor complaints were worse than plan this month (5.6k vs 4.9k). Meeting this target is expected to remain challenging throughout the year as we continue to consolidate mobile sessions in response to falling demand.

- Sickness absence in Blood Donation was 3.99%. Logistics improved but was at 7.4% versus target of 5%.

- No critical/major regulatory non-compliances were reported in April.

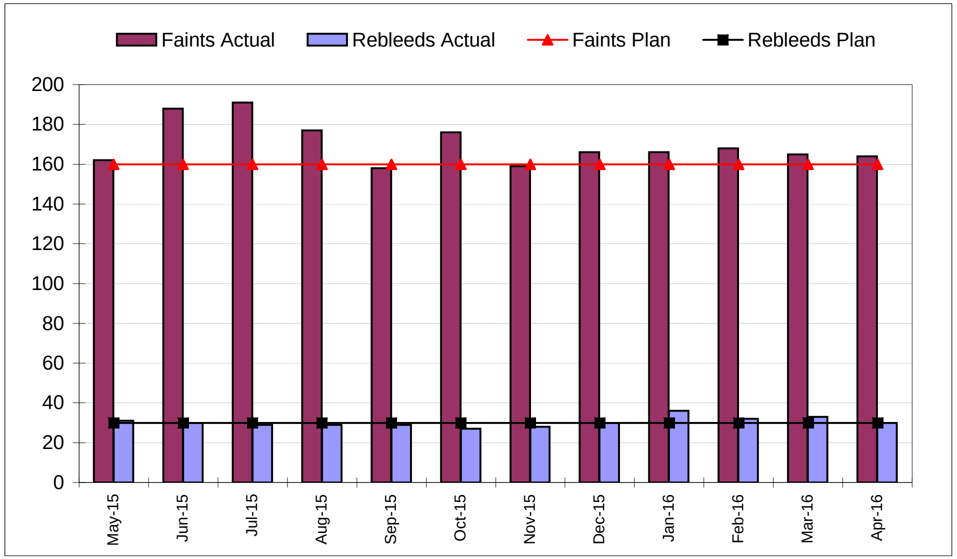
Blood Supply – status of Strategic projects per TPB reporting – is reported on the following page.

Blood Supply – Status of Strategic Projects per TPB reporting

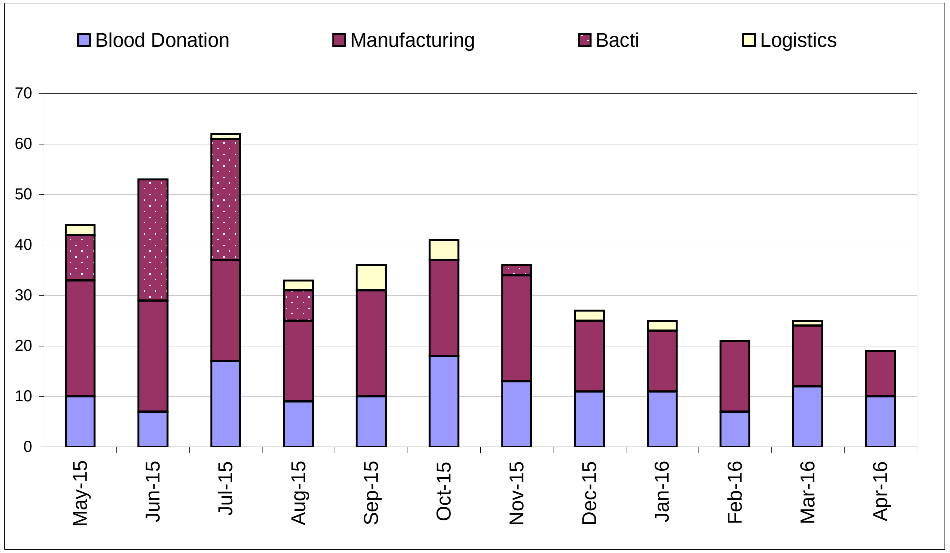
Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
All Wales	Closure	G	G	0.5	0.3	N/A	Dec 16	Dec 16
Planning and Control System	Delivery	A	G	1.0	0.9	0.1	Jul 15	Jul 16
Platelets Supply Strategy	Closure	G	G	3.6	2.5	1.1	Jun 16	TBC
Session Consolidation Phase 2	Closure	G	G	0.8	0.4	0.76	Jun 16	Jul 16
Supply Chain Modernisation (National Operations)	Delivery	G	G	6.3	6.3	1.4	Oct 17	Oct 17
Microbiology LIMS*	Closure	A	A	TBC	TBC	N/A	TBC	Feb-17
Bacterial Screening Contract	Delivery	G	G	0.1	0.1	N/A	TBC	Aug 16
Core Systems Modernisation	Define	G	G	2.2	TBC	1.57	Jan 20	Dec 19
Euro Blood Pack 2	Initiation	G	G	0.3	N/A	N/A	Aug 18	Aug 18
Hev & HTLV Testing	Delivery	A	A	0.1	0.1	0.5**	Apr 16	Dec 16
Leicester Donor Centre	Start Up	R	A	1.0	TBC	0.1	Mar 17	TBC
Bradford Donor Centre	Start Up	G	N/A	0.1	0.1	N/A	May 17	May 17

Note:
* Suspended until 2019
** This is the HTLV Testing figure only.

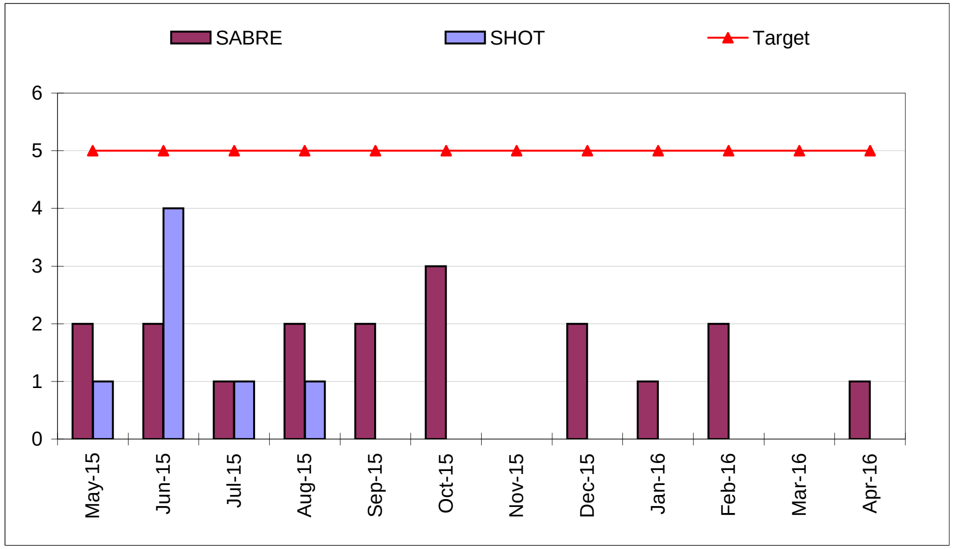
1. On-Session Adverse Events - Faints & Rebleeds per 10,000 Donors Bled



2. Major QI's raised per month - Blood Supply Directorate

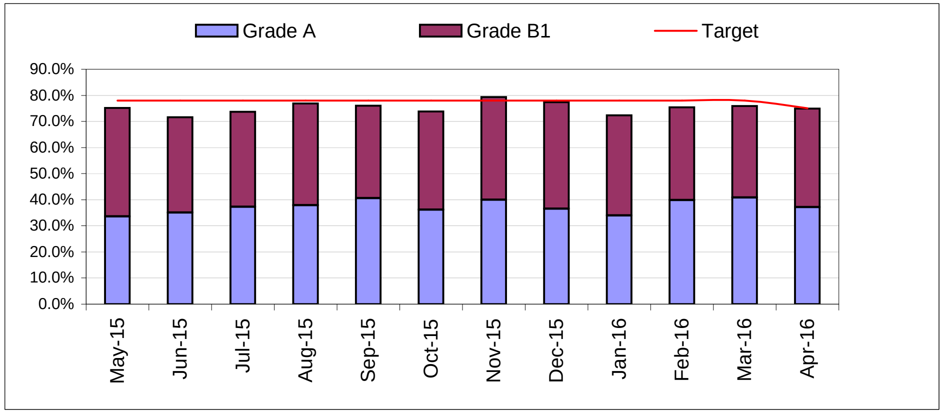


3. SABRE and SHOT Events Reported per Month



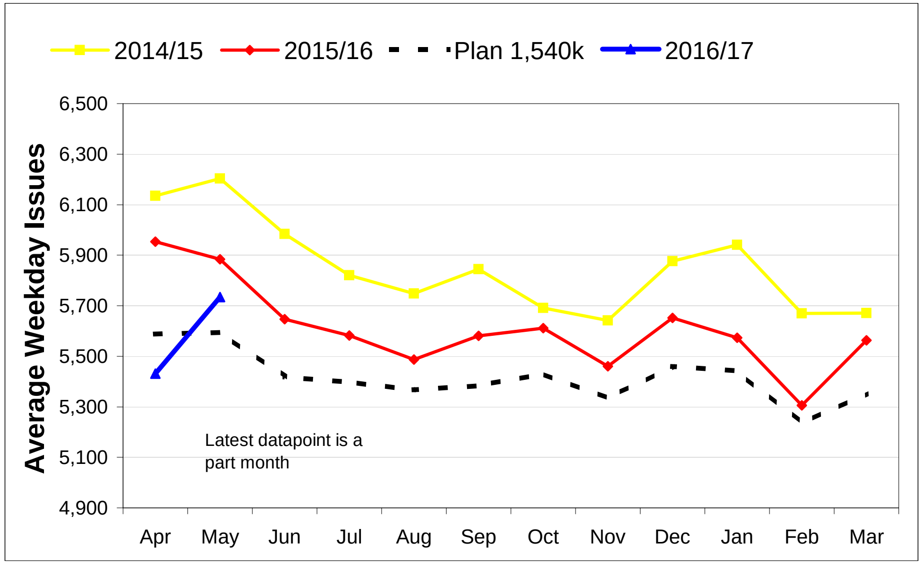
4. % of Patients Receiving Grade A or B1 HLA Matched Platelets

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	74.9%	A	-

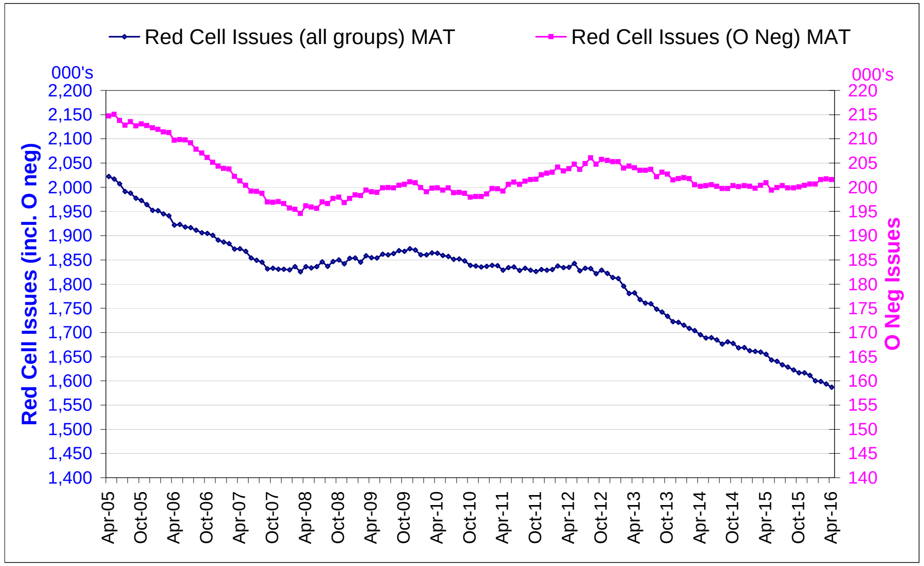


Blood Components - Red Cell Demand / Stocks

5. Average Weekday Red Cell Issues By Month ->April 2014



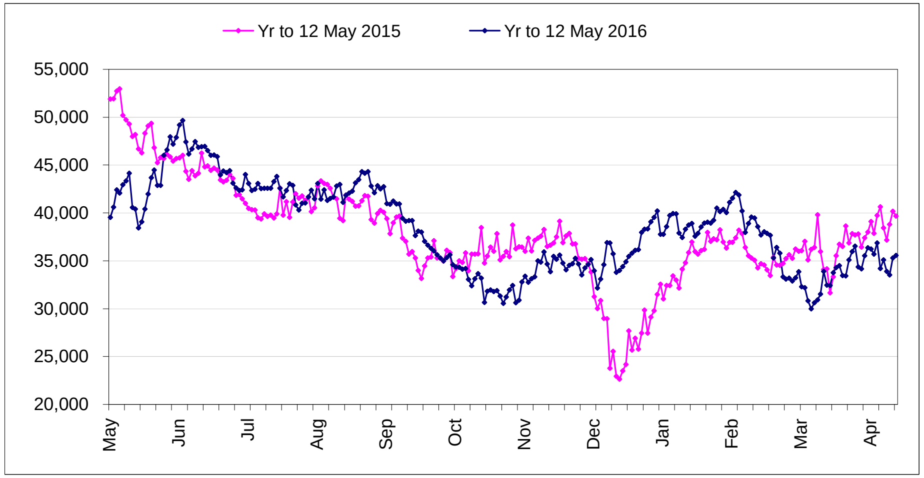
6. MAT Red Cells and O Neg Issues (Adult Equivalant Units) - 000's



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

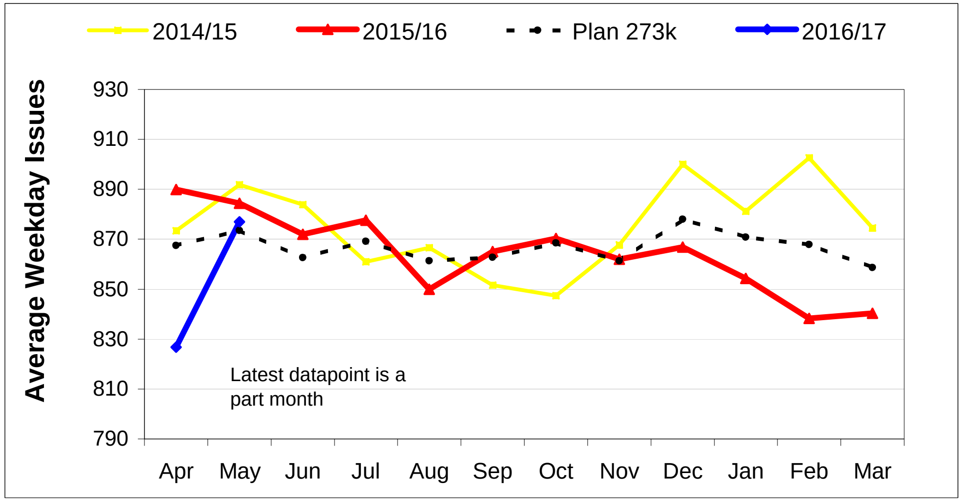
Blood Group	2016/17 - YTD April 2016	2015/16 - YTD April 2015	Change
A Neg	10,595	10,872	-2.6%
A Pos	38,699	41,297	-6.3%
AB Neg	961	990	-2.9%
AB Pos	2,652	2,943	-9.9%
B Neg	3,310	3,094	7.0%
B Pos	10,269	10,693	-4.0%
O Neg	16,568	16,650	-0.5%
O Pos	45,582	48,729	-6.5%
Total	**128,635**	**135,268**	**-4.9%**

8. Red Cell - Blood Stocks (Units)

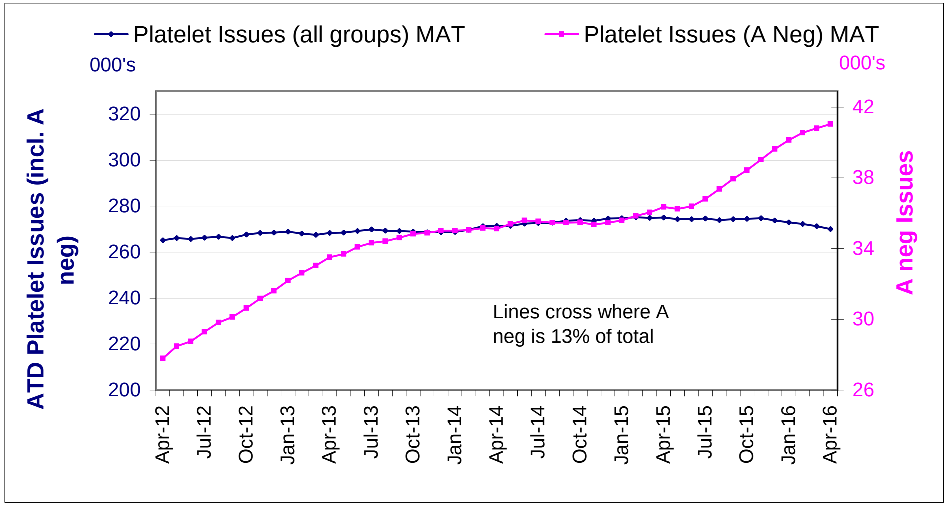


Blood Components - Platelet Demand

9. Average Weekday Platelet Issues By Month ->April 2014



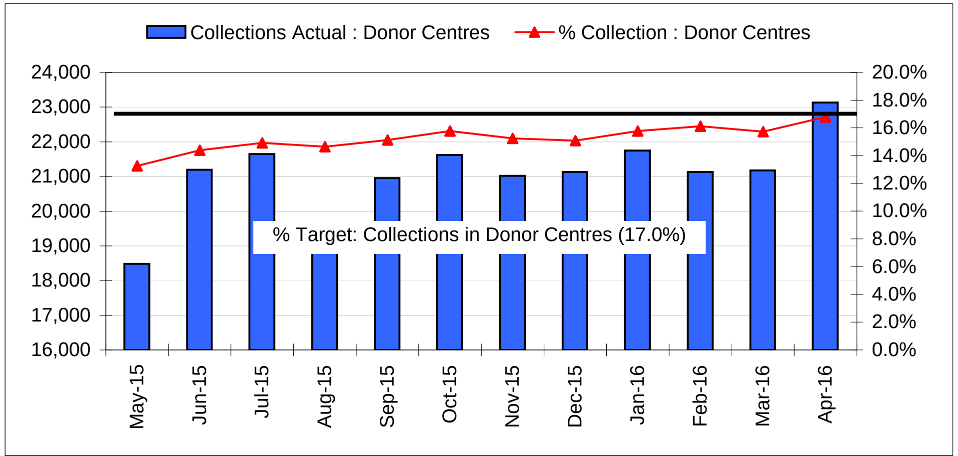
10. MAT Platelet and A Neg Issues (Adult Therepeutic Doses) - 000's



Blood Components - Blood Collection: Important targets

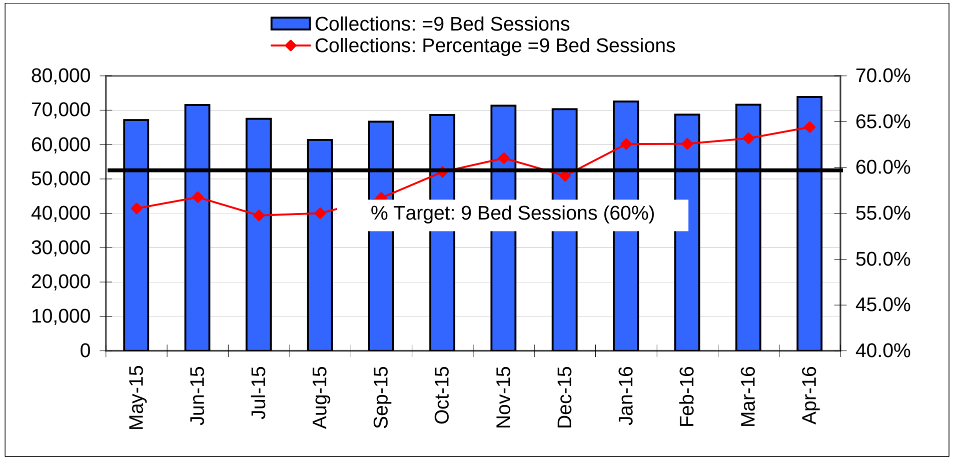
11. Collections in Donor Centres

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of WB Donations in Donor Centres	17.0%	15.9%	16.8%	G	-



12. Collections from 9 Bed Sessions

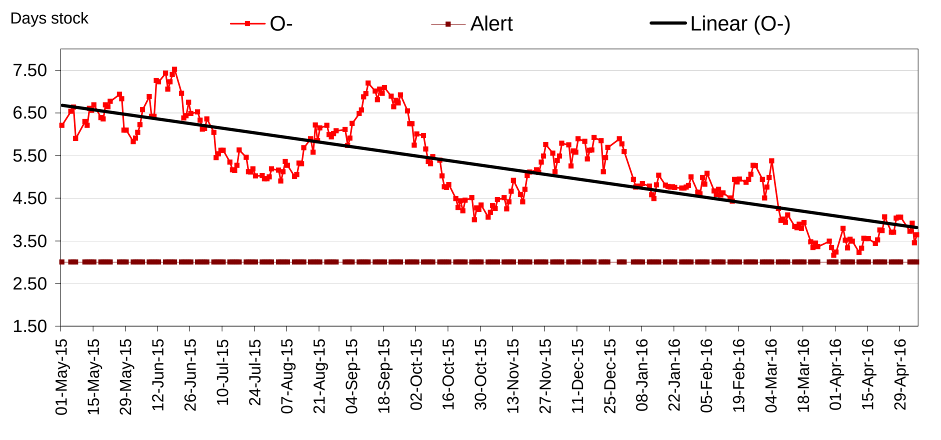
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of WB Donations at =9 chair sessions	60.0%	60.0%	64.4%	G	-



Blood Components - Vulnerbale Stocks

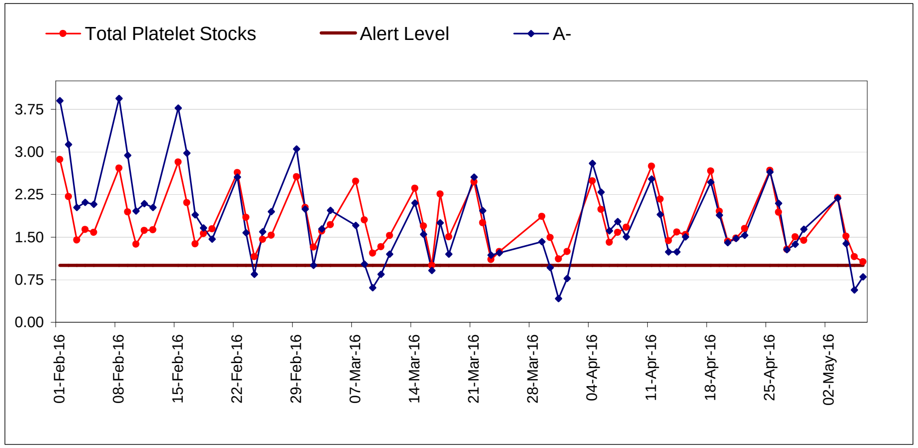
13. Red Cell - O neg : weekday stock levels

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where red cell stocks (for any blood group) are below the three day alert level for three or more consecutive days	0	0	0	G	-



14. Total Platelet / A neg stock levels

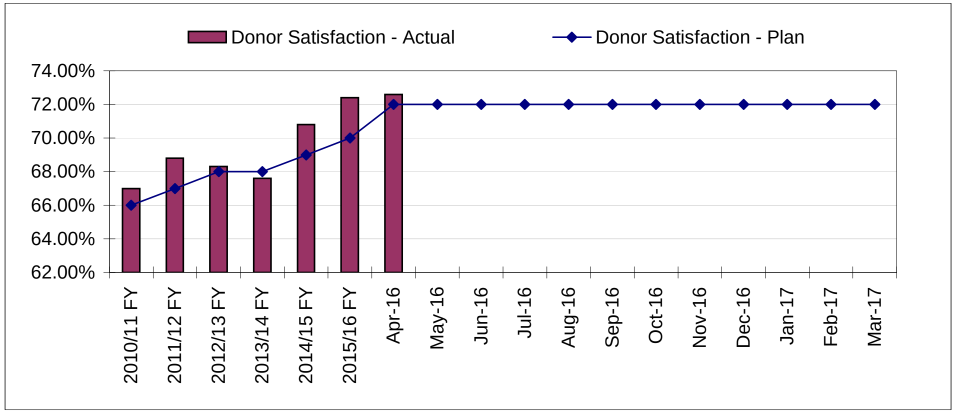
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days	0	0	0	G	-



Blood Components - Blood Donor Base

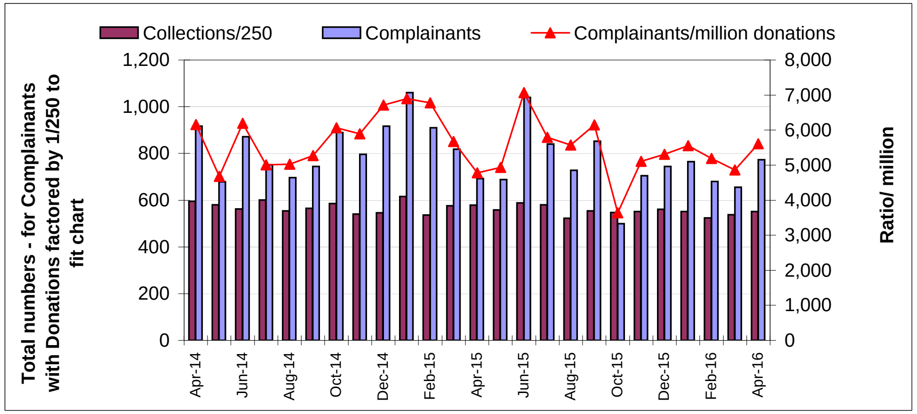
15. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	72.0%	72.0%	72.6%	G	-

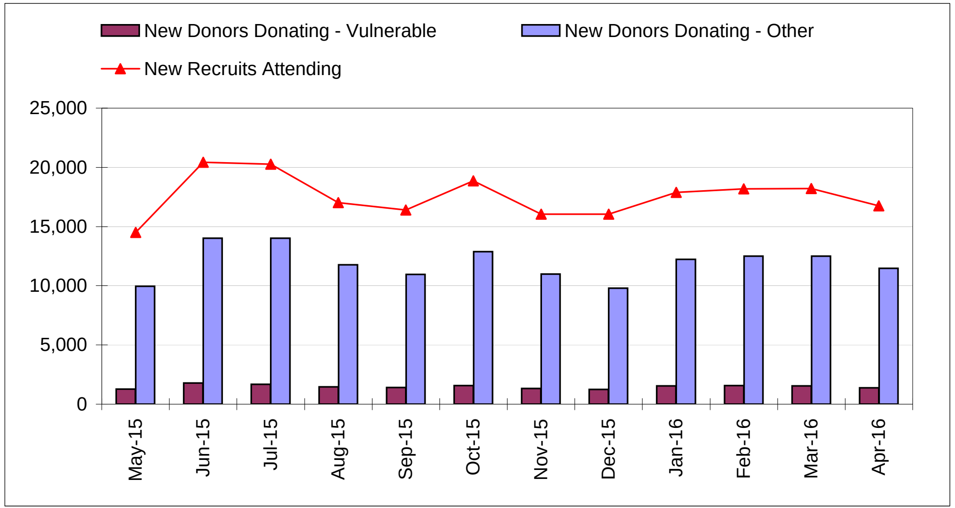


16. Donor Complaints

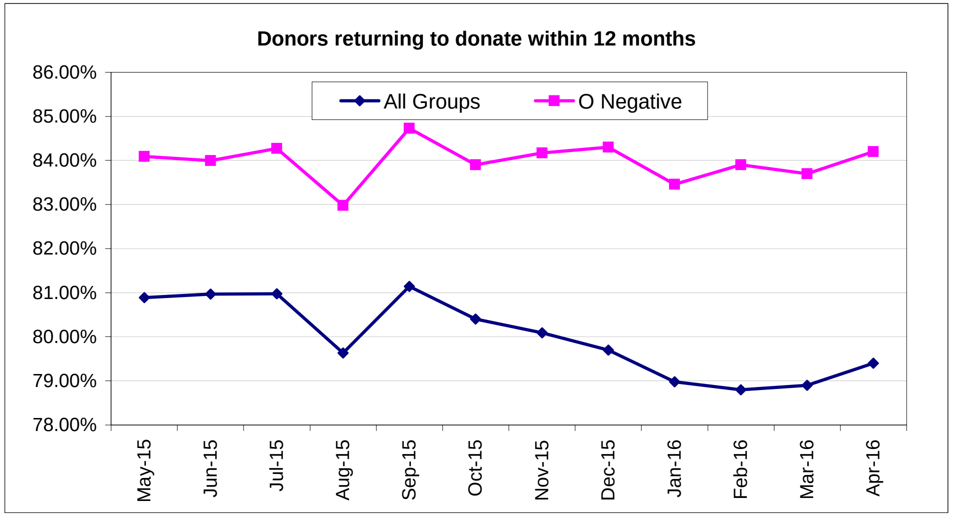
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations	4,900	4,900	5,609	R	-



17. Donor Recruitment (Whole Blood)

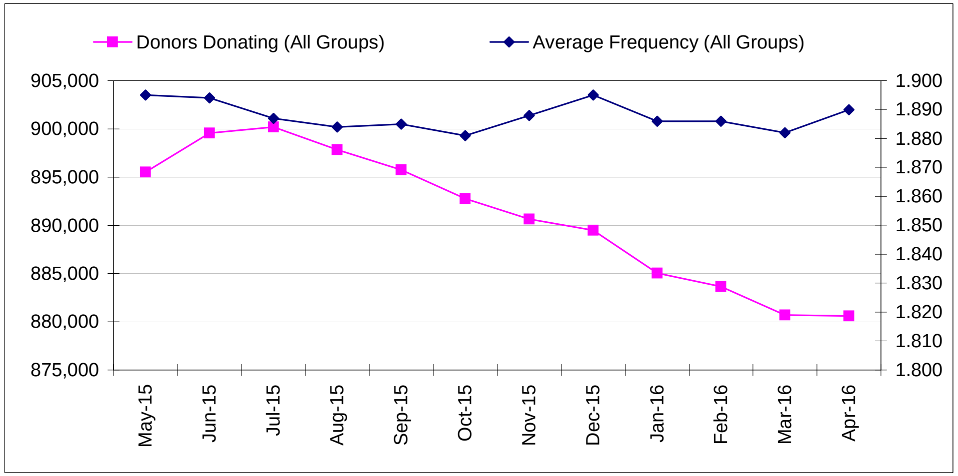


18. Donor Retention Rate (Whole Blood)



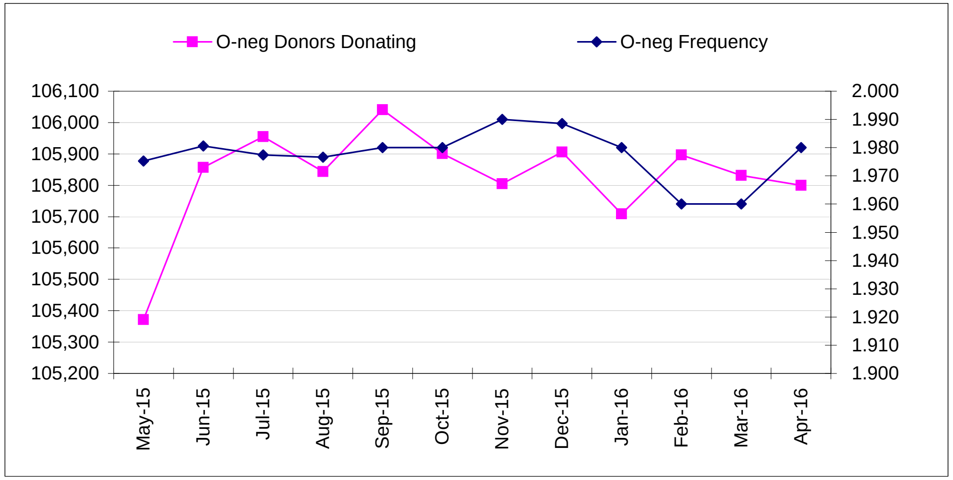
19.Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 months	852,000	878,323	880,600	G	-
Frequency of donation (overall)	1.880	1.880	1.890	G	-



20. O Neg: Donorbase and Frequency of Donation

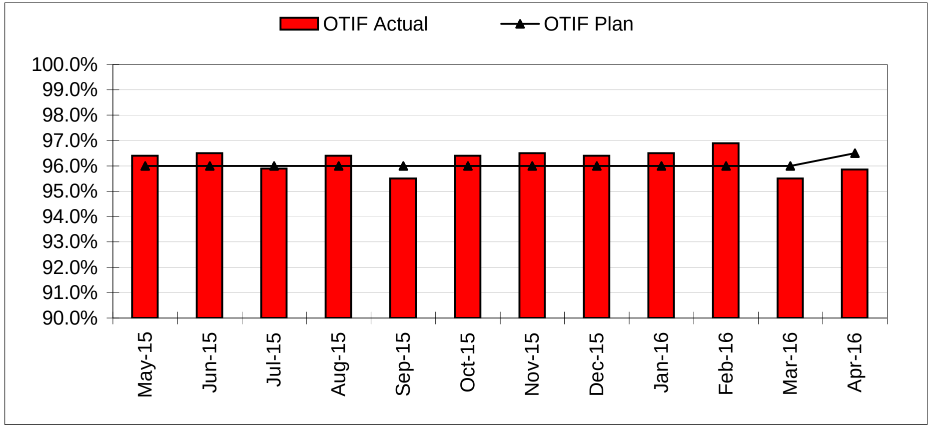
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of active O neg donors donating over the last 12 months	105,000	105,762	105,800	G	-
Frequency of donation (O neg donors)	1.975	1.975	1.980	G	-



Blood Components - Customer Service

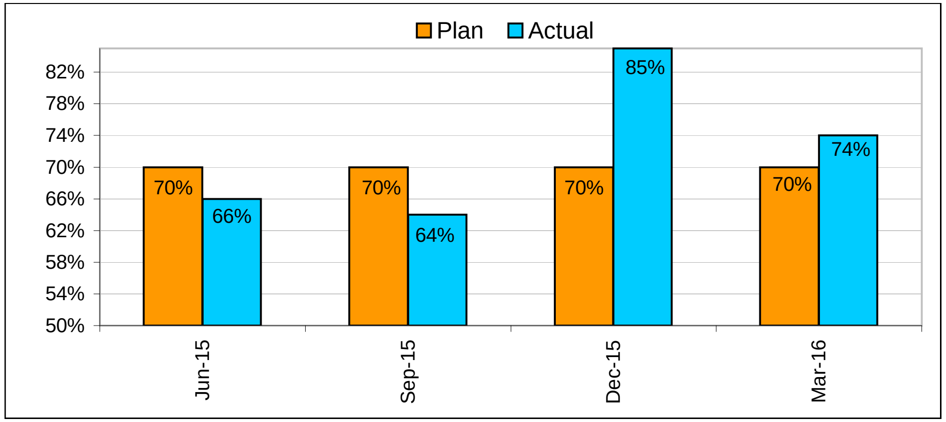
21. Percentage of Products Issued OTIF

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	96.50%	96.50%	95.86%	A	-



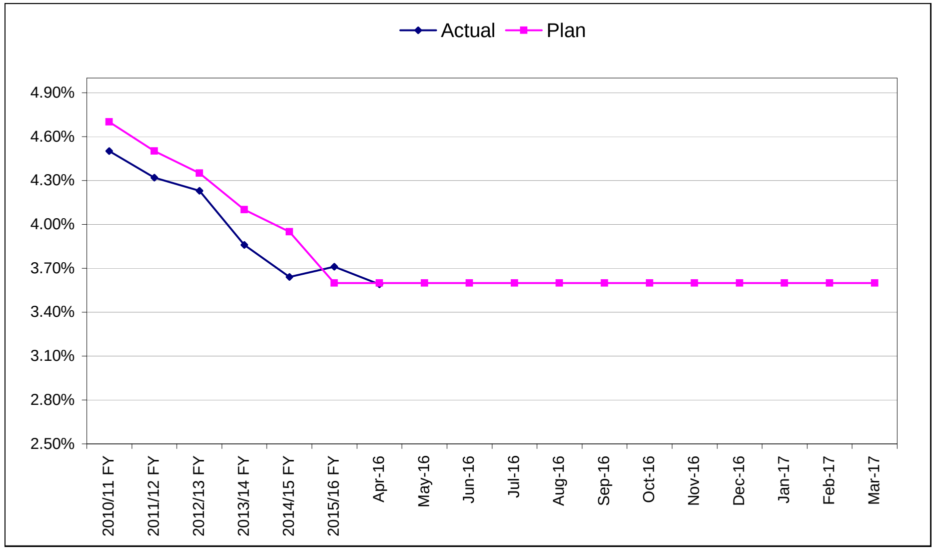
22. Hospital Satisfaction - next survey results due in June 2016

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Hospitals rating satisfaction at >/=9/10	70%	NM	NM	NM	-

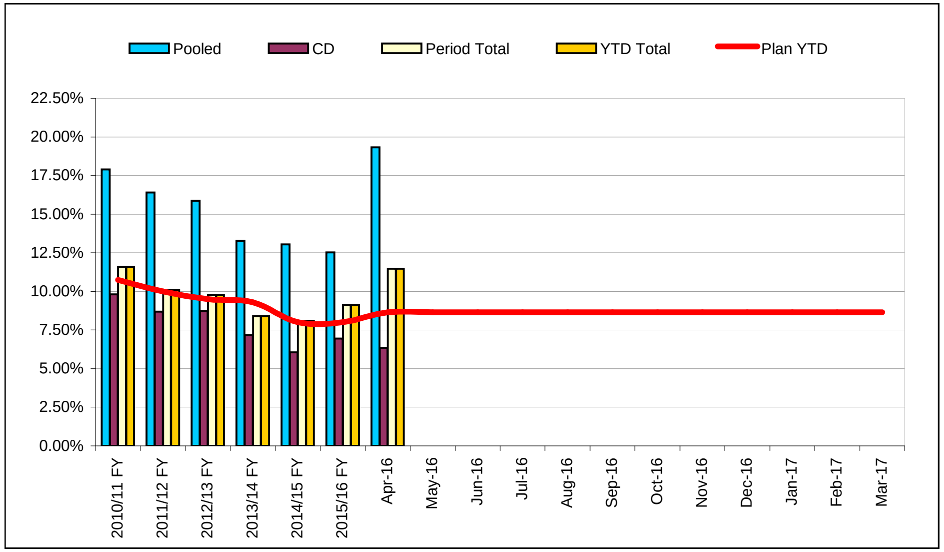


Blood Components - Wastage

23. Percentage of Donations NOT Converted to Validated Red Cells



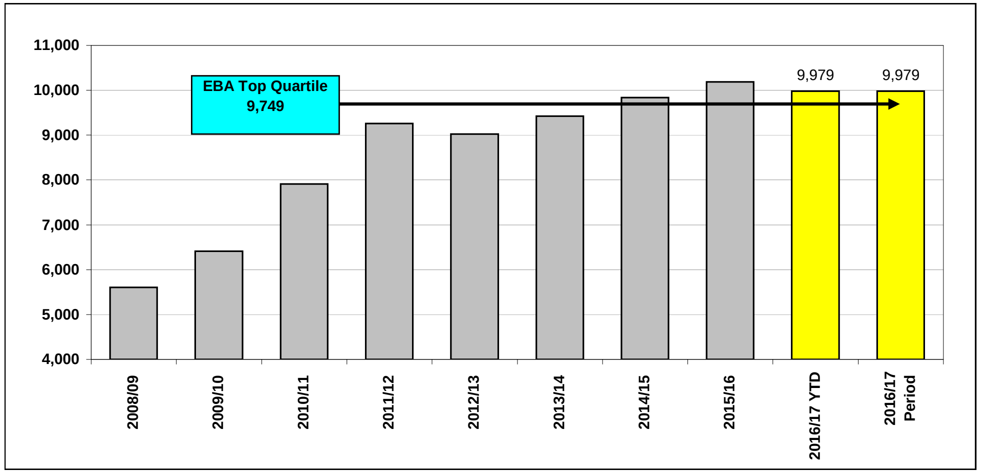
24. Percentage of Platelets Produced NOT Issued



Blood Components - Productivity

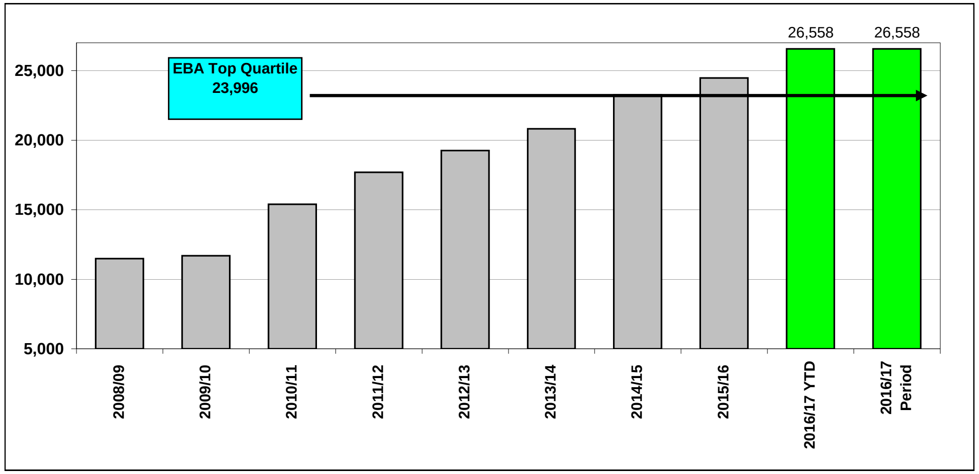
25. Processing Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,500	10,032	9,979	A	-



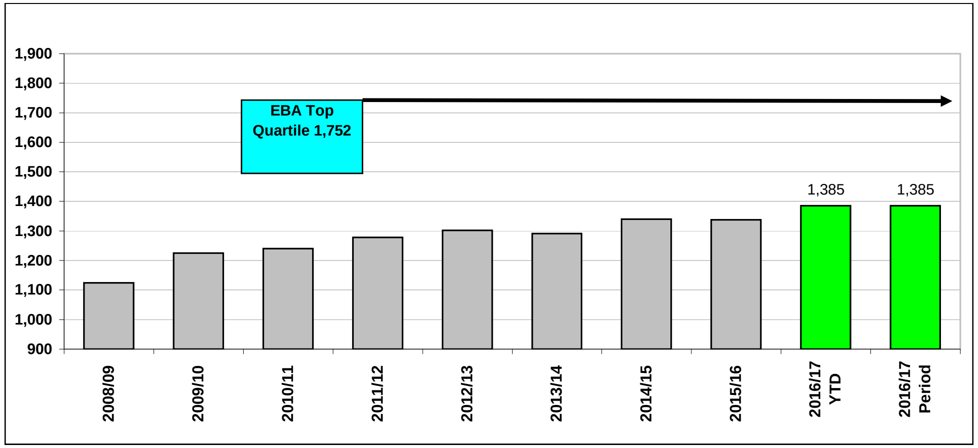
26. Testing Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	26,500	26,160	26,558	G	-

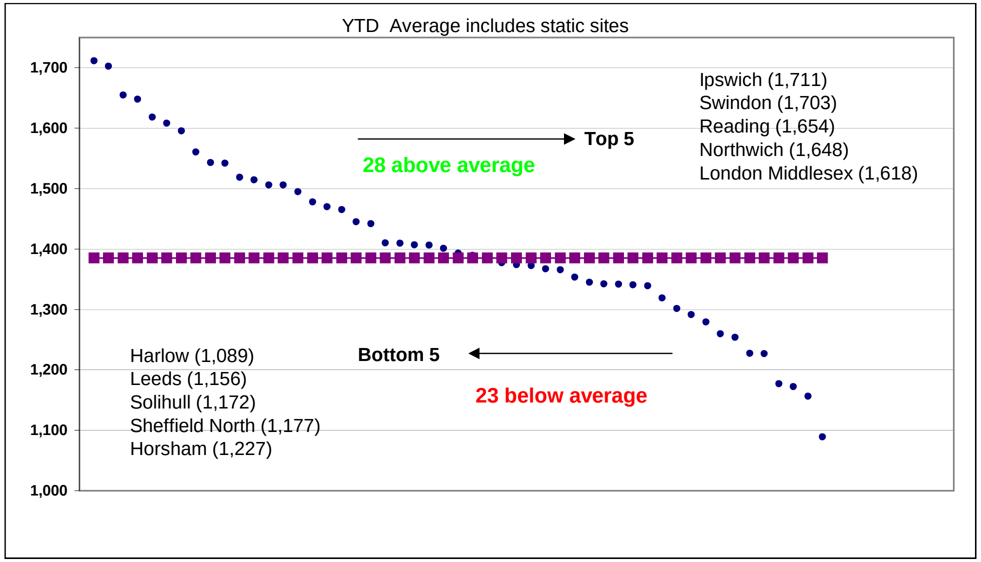


27. Blood Donation Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,395	1,350	1,385	G	-



28. Blood Donation Productivity - Distribution Mobile Teams



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£69.3m)	R	-	Behind plan in April (£5.5m vs £5.1m).
		Number of Serious Untoward Incidents (SUI's)	R	-	One reported this month.
		Zero 'critical' regulatory non-compliances	G		None reported this month.
		Number of 'major' regulatory non-compliances	G	-	None reported this month.
	Tissue & Eye Services	Sales income achieved - £12.7m (chart 29)	A	-	April at £0.98m vs plan of £1.02m.
		Contribution to overheads – £0.7m	G		April at £0.04m vs plan of £0.03m.
		80% percent of customers scoring =/> 9/10 for satisfaction with Tissues	-	-	Better than plan at 83% in August 2015.
		98.0% of Product issued on time	G	-	Better than plan (99% vs 98.5%)
	H&I	Sales Income achieved - £13.8m (chart 30)	R	-	Lower than plan this month (£1.07m vs £1.13m).
		Contribution to overheads - £1.9m	R		April is below plan £0.04m vs plan of £0.11m.
		60% of hospitals scoring =/> 9/10 for satisfaction (chart 35).	-	-	74% in April 2016. Next survey June 2016.
		% of patients receiving A or B1 platelets	A	-	Marginally below plan in April (74.9% vs 75%) - Chart 4 -
		Time to type DCD organ donors	G	-	Reporting monthly in arrears - at 84% vs target of 80%.
		Turnaround time vs SLA (chart 34)	A	-	Behind plan in April (95% vs 98%).
	RCI	£13.5m Sales income achieved (chart 30)	G	-	Marginally ahead of plan in April (£1.0 vs £0.96m)
		Contribution to overheads (£1.2m)	R	-	Worse than plan in April at £0.08m (vs £0.10m)

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	RCI (cont.)	60% of hospitals scoring =/> 9/10 for satisfaction (chart 35).	-	-	56% in April 2016. Next survey June 2016
		Sample turnaround time vs SLA (chart 33)	A	-	Lower than plan in April at 92% vs plan of 95%.
	CMT	£10.6m sales income achieved (chart 31)	R	-	Worse than plan in April (£0.69m vs £0.74m).
		Contribution to overheads (£1.5m)	R	-	Worse than plan in April (-£0.03).
	SCDT	£10.1m sales income achieved (chart 31)	R	-	Income below target this month (£0.6m vs £0.8m)
		Contribution to overheads (£2.3m)	R	-	Worse than plan in April (-£0.07m vs £0.17m)
		% Confirmatory typing within 14 days	R	-	Below target in April - 56% vs 85%
		2,300 increase to Banked Cords TNC > 140	R	-	Behind plan in April (181 vs 192)
		40% BAME Cord Blood units add to the bank	G	-	40% of total units banked in April (>30%).
		Issue 53 Cord Blood units	R	-	Behind plan in April (vs 4), 3 units issued.
		Adult Donor Provisions	R	-	April worse than plan (17 vs 19)
		BAME donors <40 years old – 3k	R		Lower than plan in April (220 vs 250)
		Donors recruited to fit panel – 7k	G	-	Better than plan this month (947 vs 583)
	Therapeutic Apheresis Services	£6.52m sales income achieved (chart 32)	R	-	Lower than planned in April £0.51m vs £0.56m
		Contribution to overheads (£1.22m)	G		Marginally better than plan in April.
		62% of hospitals scoring =/> 9/10 for satisfaction	-	-	Better than plan in Q4 2014/15 (68% vs 62%).
		95% of Patients rating patient experience =/>9/10	-	-	Latest survey, reported in December 2015 at vs 95%

- In April DTS is reporting an I&E deficit of £0.1m versus plan. Income is lower than plan by £0.4m driven mainly by a lower number of BBMR donors provided / cord blood Issues in SCDT (especially international) and also lower activity within H&I.

- Sickness absence continues to be low within DTS at 2.29% versus the 4% target.

DTS Income by SBU – YTD April 2016	2016/17 Budget	2016/17 Income	2016/17 Variance		2015/16 Actual	Growth
Tissue & Eye Services	1.0	1.0	-		0.9	11%
TAS	0.5	0.5	-		0.5	-8%
H&I	1.1	1.0	-0.1		1.0	2%
RCI	1.1	1.1	-		1.1	2%
IBGRL & DD	0.1	0.1	-		0.1	23%
CMT	0.7	0.7	-		0.7	-3%
SCDT	0.8	0.6	-0.2		0.7	-15%
NCI/Other	0.1	0.1	-		0.1	4%
Total (£m's)	**5.5**	**5.1**	**-0.4**		**5.1**	**1%**

- **Tissue and Eye Services –** planned income growth in 2016/17 remains largely dependant on volumes generated following the acquisition of the Bristol and Manchester eye banks last year. Income in April was behind plan by 3.7% with a continuing lack of demand in a number of service lines eg Femoral Heads, Cardiovascular, which are only partially offset by higher than planned sales of skin, sclera and pre-cut corneas. In particular there is concern over the level of corneal stocks which were c200 at month end. The target is for 10 eye donors per day but donor numbers are currently low and communications have been sent out to SNODs and Eye Retrieval Schemes and Hospital Development Nurses to encourage referrals.

- **RCI** income was ahead of plan in April by 0.5%, and also higher than last year (+4.2%). Reagents is the primary shortfall versus plan, although this is being offset by a combination of improvements to income from the MOD and ante natal referrals.

- **H&I** income was 5% lower than plan in April with lower activity for both stem cell related investigations and solid organ investigations. The provision of A and B1 matched platelets (a key safety target set by the platelets strategy) was reporting at 74.9% which is slightly below plan (75%). Turnaround times are, however, continuing to run behind plan with recruitment required at Colindale to address this.

- **Stem Cell Donation & Transplantation** income was 19% behind plan – predominantly driven by the low numbers of BBMR donors and cord issues, particularly to international markets. The number of cords issued is expected to improve next month with reservations for 9 Cords having been received during May. Although the export market for cords continues to be challenging, the overall share of the UK market has increased by 10% to 29% since 2012/13. The outturn for the month is a £0.2m contribution shortfall versus budget.

- The number of cord blood collections this month was again worse than target at 181 (vs 192). The bank is reporting a WIP this month of 2,427 units which continues to be significantly higher than would be expected (c600). Work is ongoing to reduce this to more normal levels and increase the number of searchable units in the bank. The proportion of units banked from BAME communities was at 40% in April (vs 30% target). Searches on the NHS-CBB continue to focus on cords above a TNC of 140 and in particular >190 TNC, with c70% of units issued during 2015/16 (32 out of 45) coming from these groups.

- **Cellular and Molecular Therapies -** income in April was 7% lower than target, mainly driven by lower service income. In aggregate, however, cost controls within the function are broadly offsetting lower sales in the month, and has resulted in a balanced income and expenditure position.

- **Therapeutic Apheresis Services** income in April is 8% lower than plan and 6% lower than last year with low demand for photopheresis only partially offset by plasma exchanges. Activity is, however, expected to improve during the year, with the new unit in London (GOSH) having completed 18 procedures against a target of 16 in April. The income shortfall is broadly matched by cost reduction and hence contribution is close to plan in April.

- No major/critical non-compliances were reported this month.

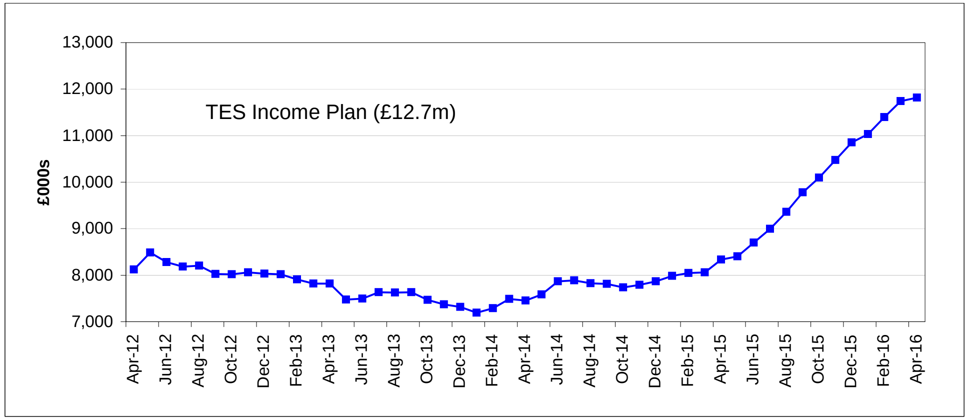
DTS – Status of Strategic Projects per TPB reporting:

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
EMDIS Cord	Closed	G	G	0.02	0.02	N/A	Apr 16	Apr 16
Next Generation Sequencing	Closure	G	G	0.9	0.9	2.6	Nov 15	Jun 16
Eye Banking	Delivery	G	G	1.0	1.0	N/A	Sep 16	Sep 16
Stock Management Rollout	Delivery	A	A	0.3	0.2	N/A	May 16	Jun 16

Diagnostic and Therapeutic Services - Income

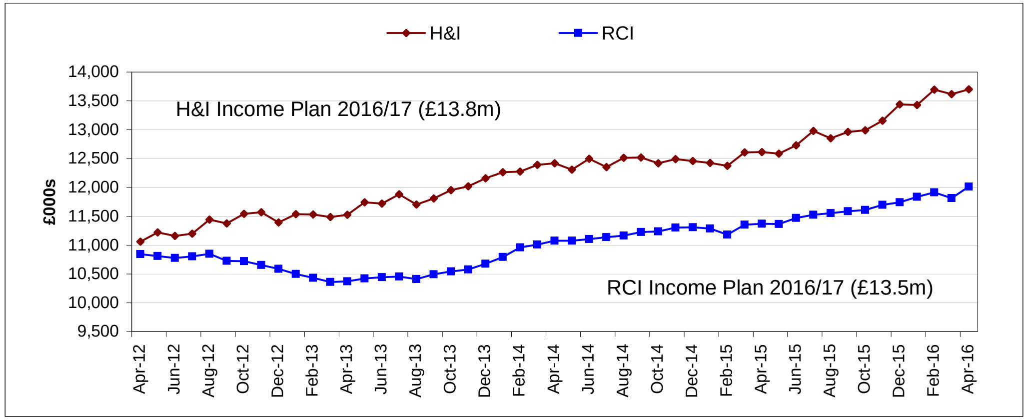
29. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	12.715	1.021	0.982	A	-



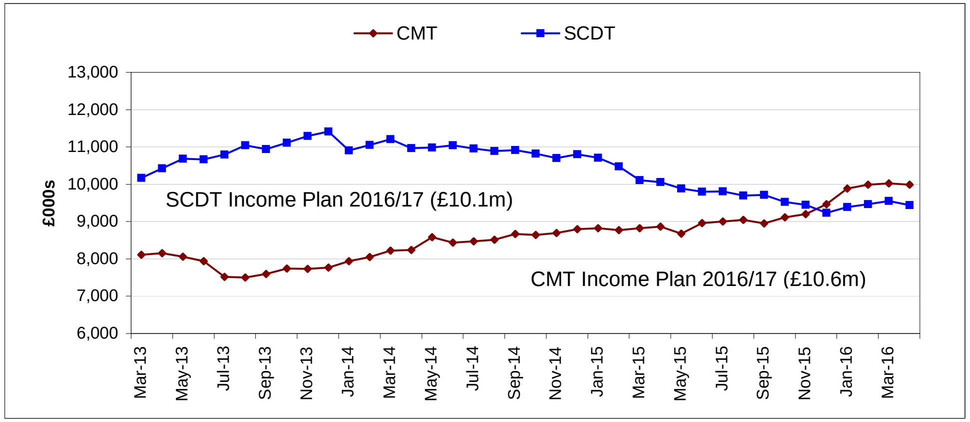
30. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	13.500	1.119	1.125	G	-
Income (£m's) - H&I	13.800	1.135	1.070	R	-



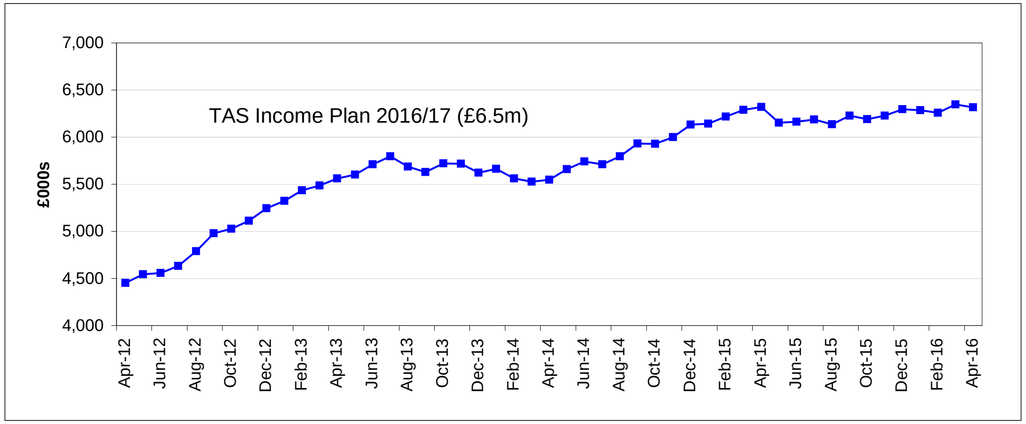
31. Stem Cells - SCDT/CMT -incl. CBC from 1st April 2013 (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT	10.600	0.737	0.688	R	-
Income (£m's) - H&I	10.100	0.805	0.596	R	-



32. Therapeutic Apheresis Services (MAT)

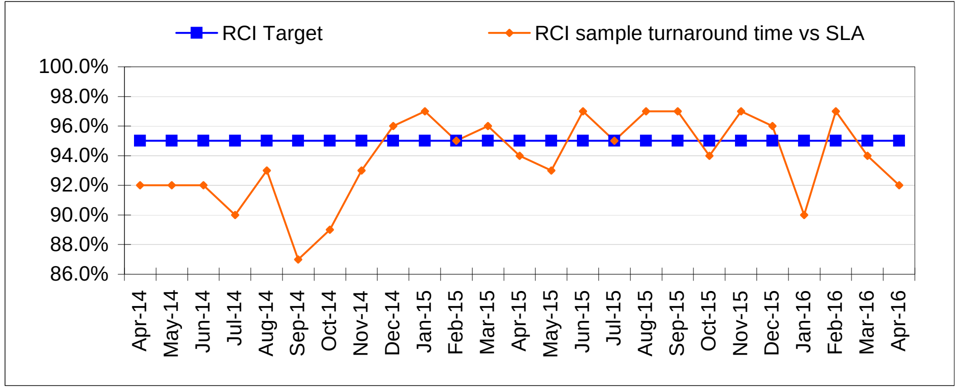
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	6.520	0.561	0.515	R	-



Diagnostic and Therapeutic Services - Customer service and safety

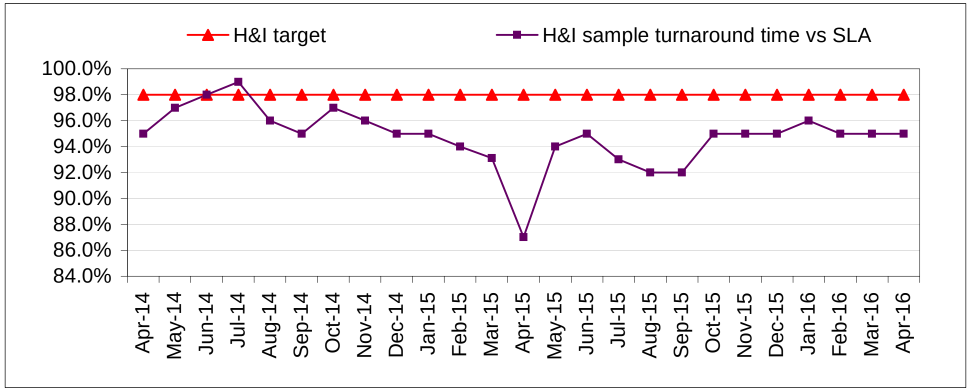
33. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - RCI	95.0%	95.0%	92.0%	A	-



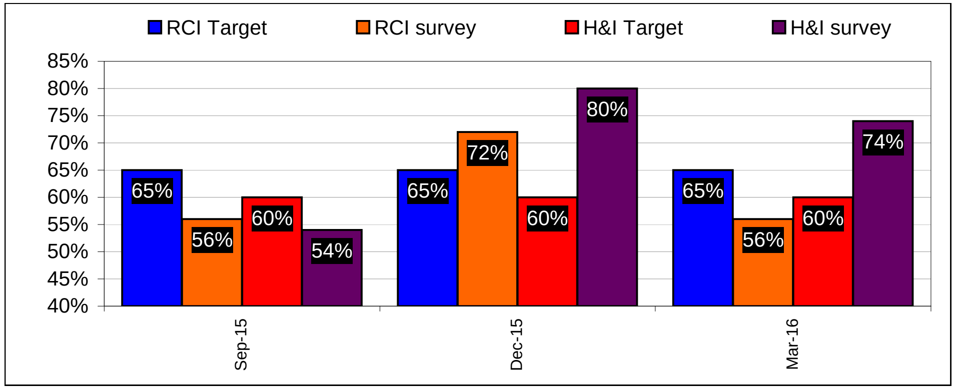
34. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	98.0%	98.0%	95.0%	A	-

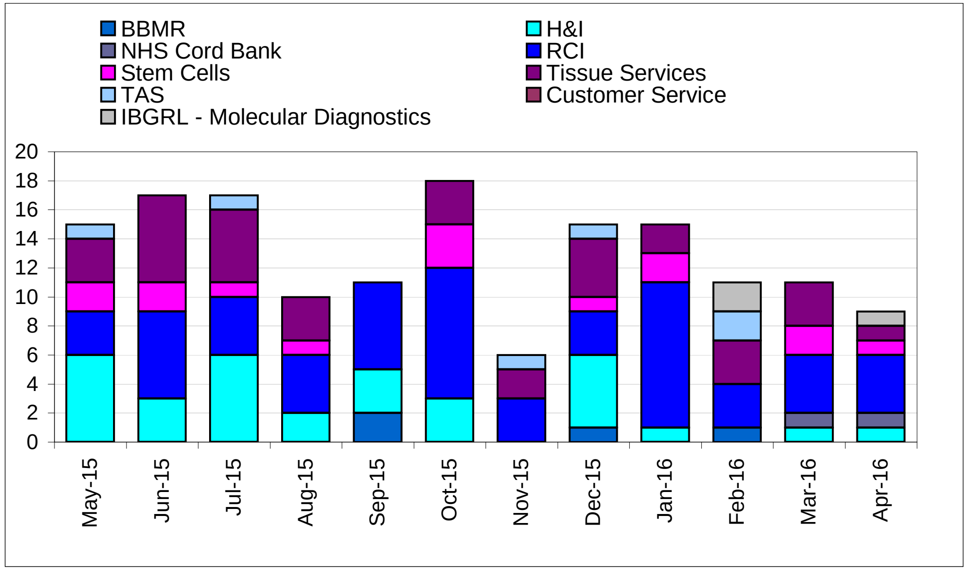


35. Hospital Satisfaction - next survey results due in June 2016

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of hospitals scoring =/> 9/10 for satisfaction with RCI - RCI	60.0%	NM	NM	NM	-
Percent of hospitals scoring =/> 9/10 for satisfaction with H&I - RCI	60.0%	NM	NM	NM	-

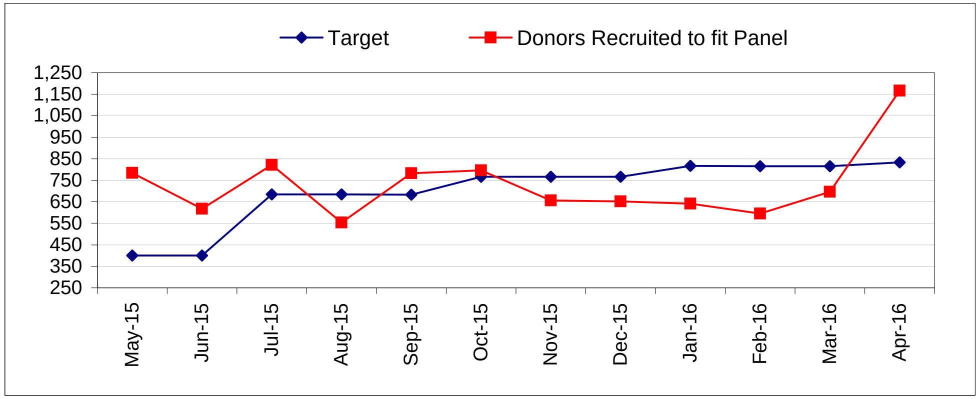


36. Major QI's raised per month - DTS



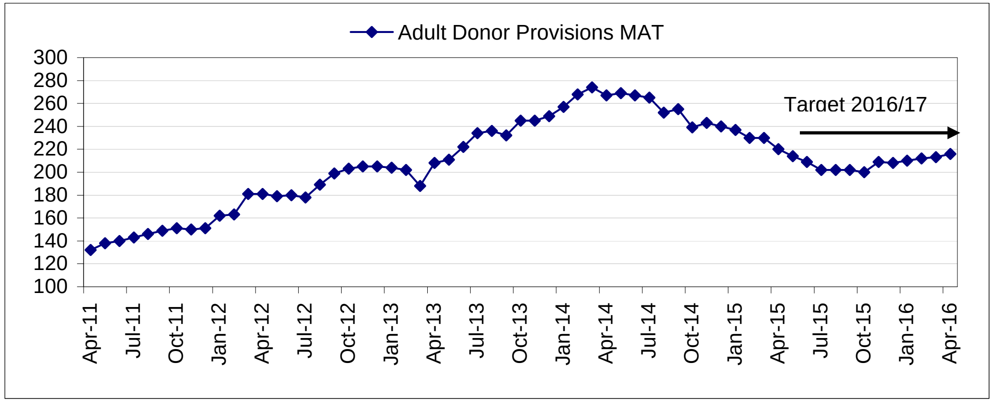
37. Donors recruited to fit panel

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Donors recruited to fit panel (Caucasian males <30y old) and BAME donors <40 years old	10,000	833	1,167	G	-



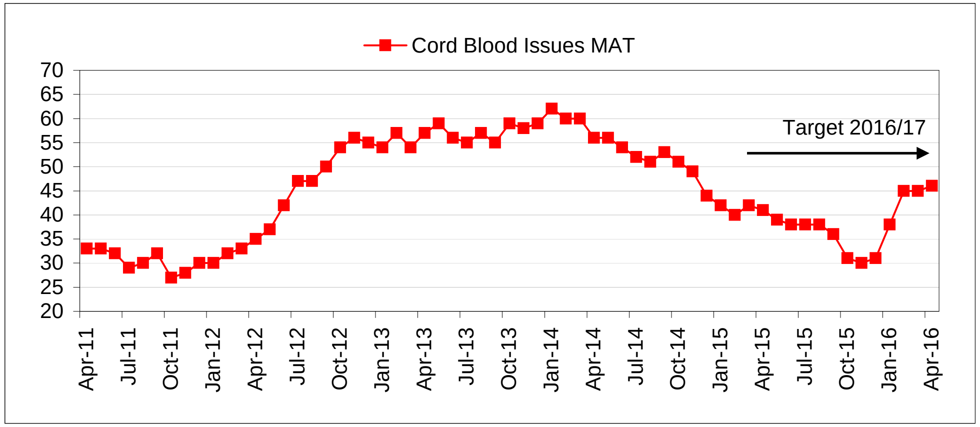
38. Adult donor provisions - MAT

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions	234	20	17	R	-



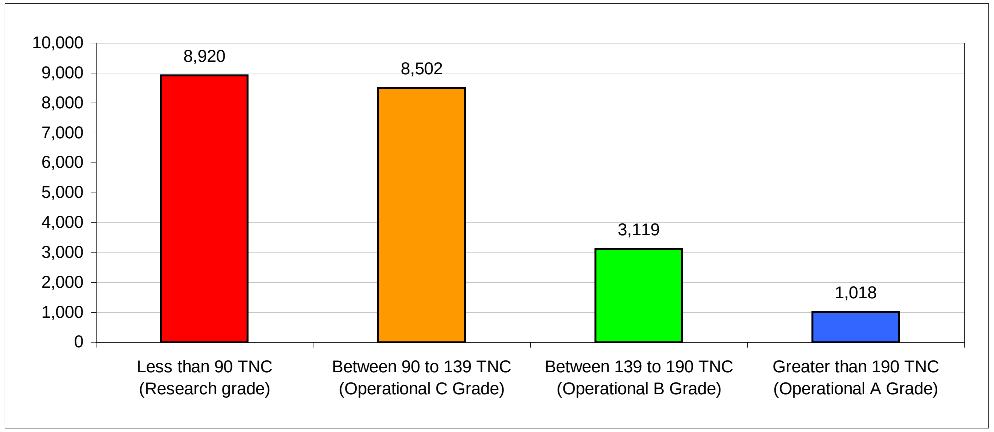
39. Issue of cord blood units - MAT

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued	53	4	3	R	-



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

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Banked Donations TNC > 140	2,300	192	181	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	R	-	April reporting at 60.5% (vs plan of 70%) - chart 53.
		Increase % Consent/Authorisation rate (Overall) – DBD	R	-	Reporting at 63.3% (vs plan of 72%)
		Increase % Consent/Authorisation rate (Overall) - DBC	R	-	Reporting at 58.8% (vs plan of 68%)
		Deceased donors - 2016/17 target – 1,440	A	-	April's deceased donors at 109 (vs 120) - chart 41 -
		Deceased Organ Donors per million population – 22 per/m	-	-	Reported quarterly, March at 21.2m vs 21m planned. Next return June 2016
		Number of Living donors 2015/16 (1,223) – reported one month in arrears (chart 52).	R	-	Year end at 1,070 (vs plan of 1,223) - chart 44.
		Living Donors per million population – 19.0 per/m	R	-	Reported quarterly, March at 16.6m vs 19m planned. Next return July 2016
		OD register at 22.1m – internal NHSBT target based on 1.6m new registrations in 2016/17.	R	-	Worse than plan in April (0.038m vs 0.095m).
		Organ Transplants – Deceased (3,900)	R	-	284 transplants in April (vs plan of 325) - chart 42.
		Deceased Organ Transplants per million population – 60 per/m	-	-	Reported quarterly. March at 54.8m vs 57.0m planned. Next return June 2016
		NHSBT Cost per Transplant (chart 43). - £17.9k	G	-	Year end for 2015/16 -£18.2k, reported quarterly. Next update June 2016

Commentary - ODT

- There were 109 deceased donors in April. This is much higher than the unusually low number of 84 seen in April 2015 but is lower than plan of 120 donors. As a result of the improvement versus April 2015 the MAT continued to improve and is now at 1,389 for the last 12 months (versus 1,364 in 2015/16).

- DBD donors were lower than plan this month (58 vs 71) and the overall target of 855 DBD deceased donors in 2106/17 appears to be challenging. In contrast the proportion of DCD donors continues to improve and was better than plan (51 vs 49).

- The proportion of SNODs leading the approach was higher than last month (79.6% vs 78.2%) with 9 out of 12 teams achieving 100% DBD SNOD involvement during April. Ensuring that a SNOD is involved in the approach is being addressed in regional teams through reflective practice sessions using Action Learning Sets and Plan, Do, Study, Act (PDSA) cycles.

- The overall consent rate dropped back to 60.5% in April (vs 63.2% in March 2016) and is lower than plan (70%). A number of initiatives continue in progress across the teams which include targeted training and development. As part of the "LEAD 2 success" development programme all team managers are working on change and development projects and will be presented to a panel in October.

- A combination of a lower deceased donors and higher proportion of DCD donors resulted in 39 lower deceased transplants than plan (284 versus 325).

- Live donor numbers continued to be lower than plan in March (96 vs 102) and by year end were 153 (13%) behind plan. The National Living Donor Kidney Sharing Schemes (NLDKSS) performed less effectively than anticipated during Q4 and this is under investigation with individual centres. Actions to improve engagement with the public, patients and professionals to remove disincentives to LDKT and share best practice from high performing teams will be rolled out during 2016/17 through implementation of the LDKT 2020 strategy.

- The number of families overriding an ODR decision did not improve in the month, with 9 being reported. The consent rate for patients on the ODR, both with and without a SNOD involved were 88% and 71% respectively, compared to 2015/16, where the rates were 90% and 72%, respectively: A recent study, is suggesting that potential donors from the highest/lowest socio-economic groups are the most likely to consent, while the level of consent from BAME families presents a contrary picture with no correlation being seen between consent levels and socio-economic groups. These studies will require further consideration before specific actions to address the findings are formulated.

- ODR software fixes have been deployed and the backlog of registrations (following suspension of partner feeds in November 2015) is being progressed. Once this is completed the service can be fully resumed. Direct web registrations remain unaffected (and were 36k in April).

- Absence is low at 2.8% (vs 3.4% in March). SNOD turnover, however, is high (at 15%) and increasing. The findings from a Workforce Sustainability review are due to be presented to the SMT in June from which actions to address this will be developed.

- The Dying Matters Awareness Week was launched in early May. The theme in 2016 is “The Big Conversation, which urges people to take five simple steps, including considering registering as an organ donor and sharing their end of life wishes with relatives.

ODT – Status of Strategic Projects per TPB reporting):

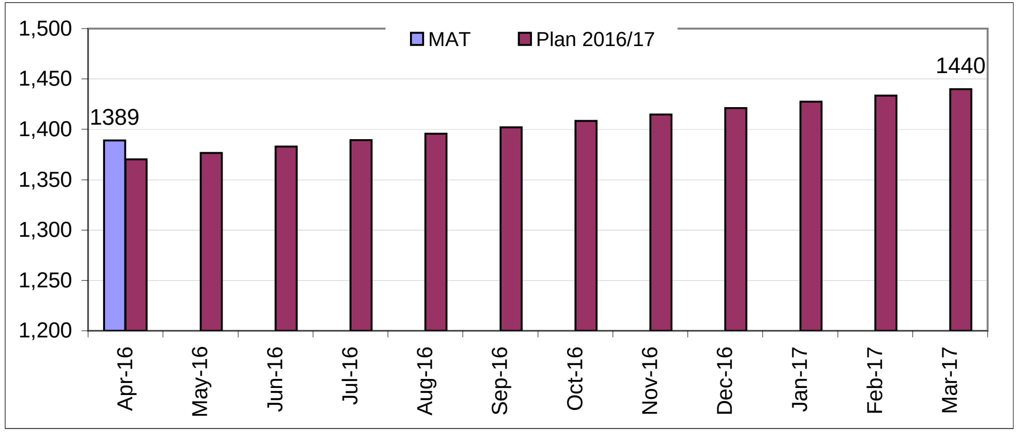
Project title	Status	This RAG	Last RAG	Approved Cost (£m’s)	F/Cast Cost (£m’s)	F/cast Benefit (£m’s)	Planned to complete	F/Cast to complete
Donor Registration Transformation	Delivery	A	A	4.4	4.6	N/A	Jun 16	Jun 16
Opt Out System & Register *	Closure			4.0	4.0	N/A	Dec 15	Dec 15
Bristol Consolidation	Start-up	G	G	0.9	TBC	N/A	Mar 17	TBC
ODT IT Disaster Recovery & Enhancements	Initiation	A	G	0.04	TBC	N/A	Dec 16	Feb 17
ODT Hub	Define	A	A	1.5	1.5	N/A	Jun 16 (Yr 1)	Jun 16 (Yr 1)

Note:
* BAU

Organ Donation and Transplant - Outcomes

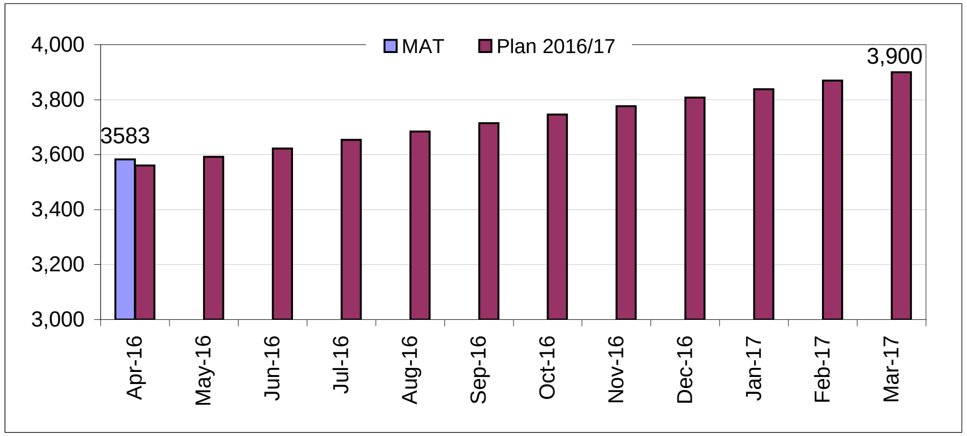
41. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1440	120	109	R	-



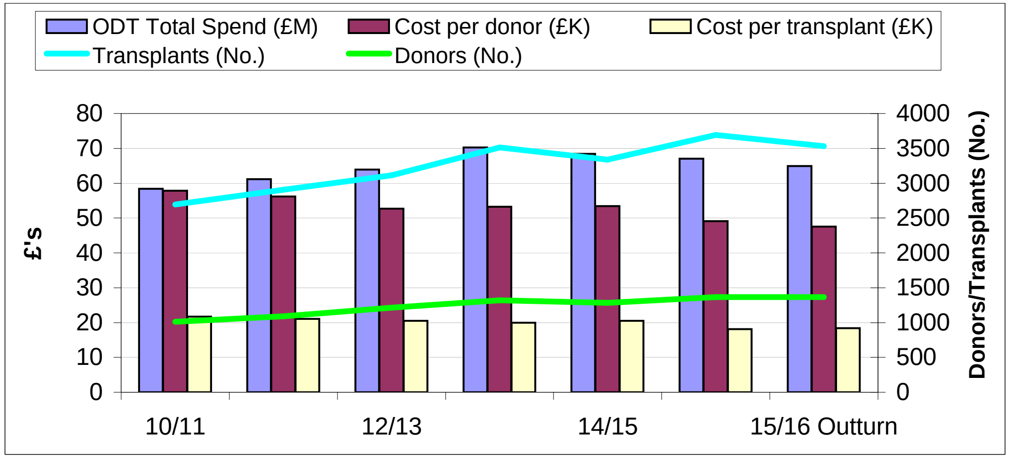
42. MAT number of Deceased Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
No of Organ Transplants -Deceased	3900	325	284	R	-



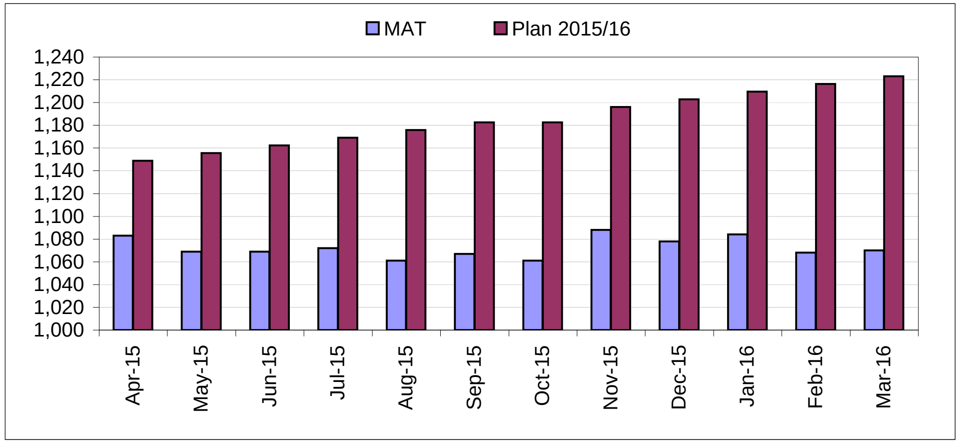
43. ODT Cost per Donor/Transplant

ODT cost per deceased donor: - 2010/11 - £57.9k; Financial year 2015/16 - £47.6k
ODT cost per transplant:- 2010/11 £21.7k; Financial year 2015/16 - £18.2k



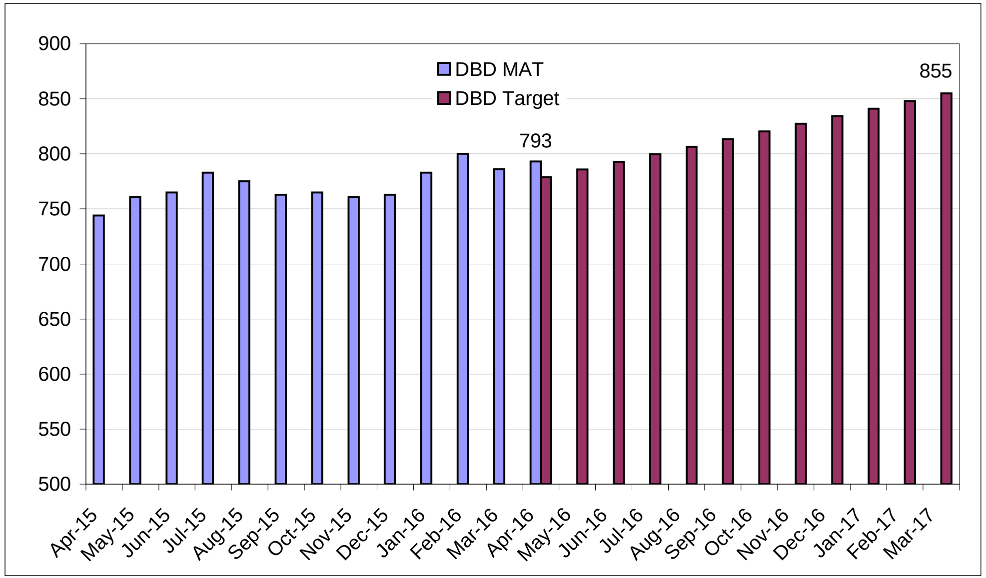
44. MAT number of Live Organ Donors (reported one month in arrears)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Live Organ Donors	1223	1223	1070	R	-

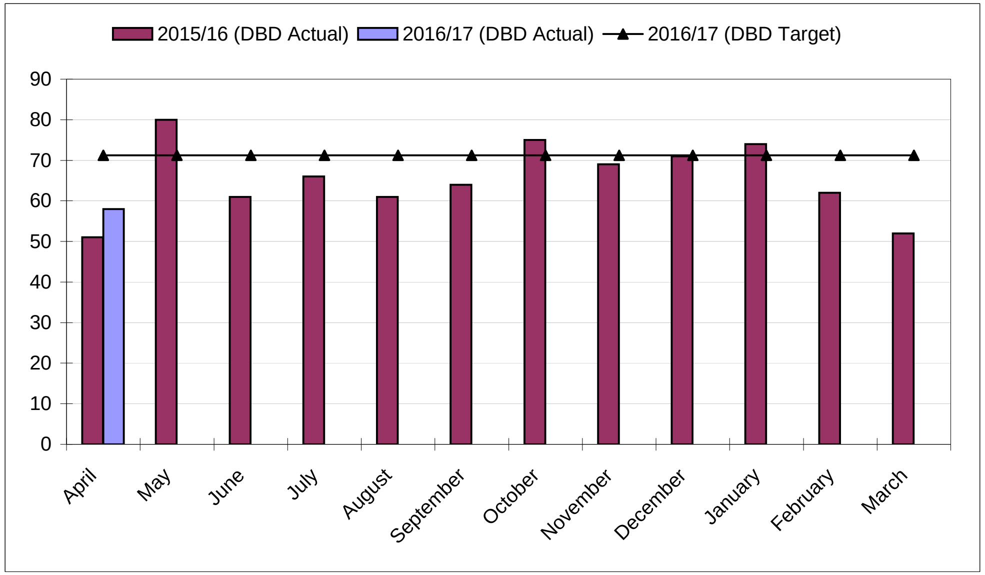


Organ Donation and Transplant - DBD Activity

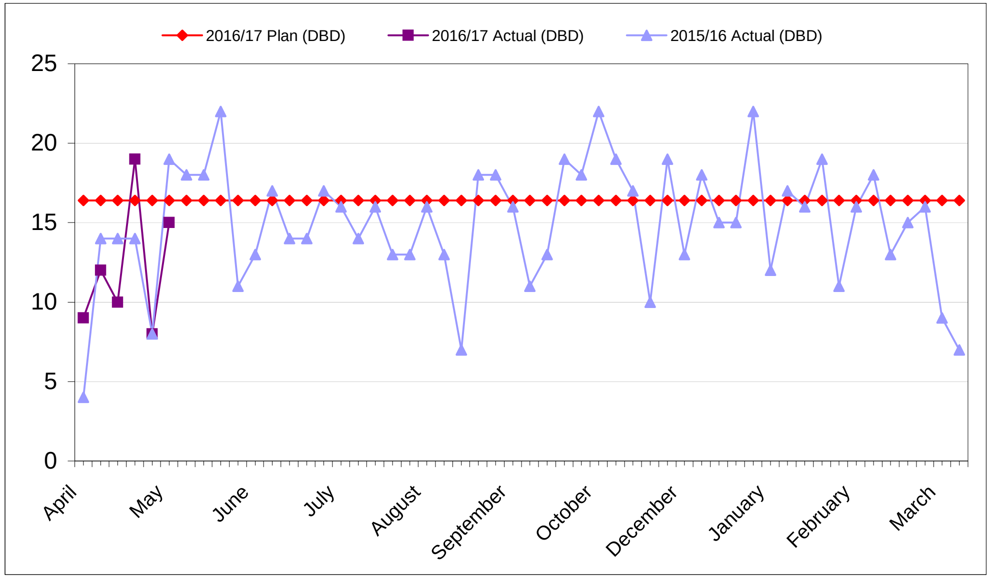
45. MAT number of Deceased Organ Donors (DBD)



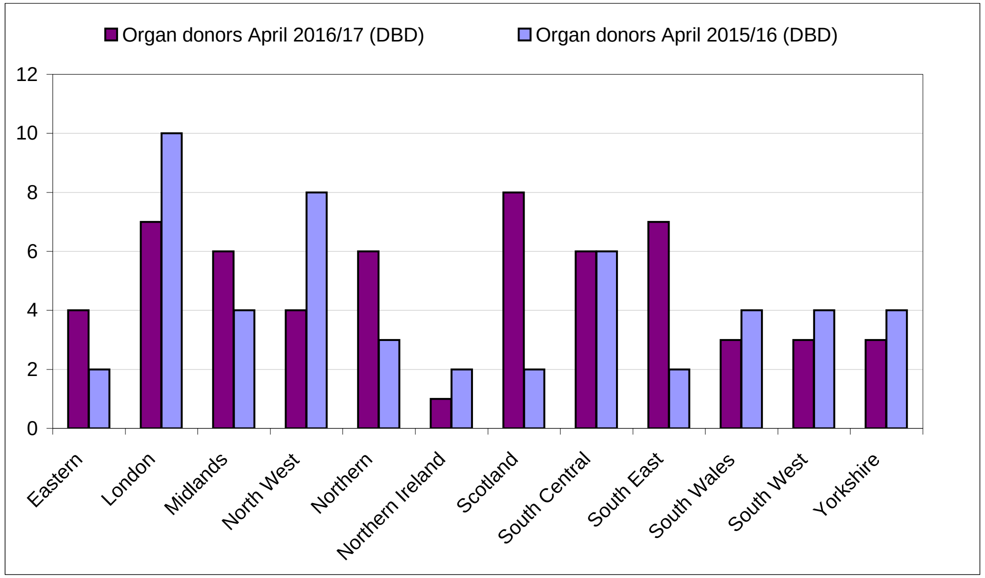
46. Deceased Organ Donors - Monthly (DBD)



47. Deceased Organ Donors - Weekly (DBD)

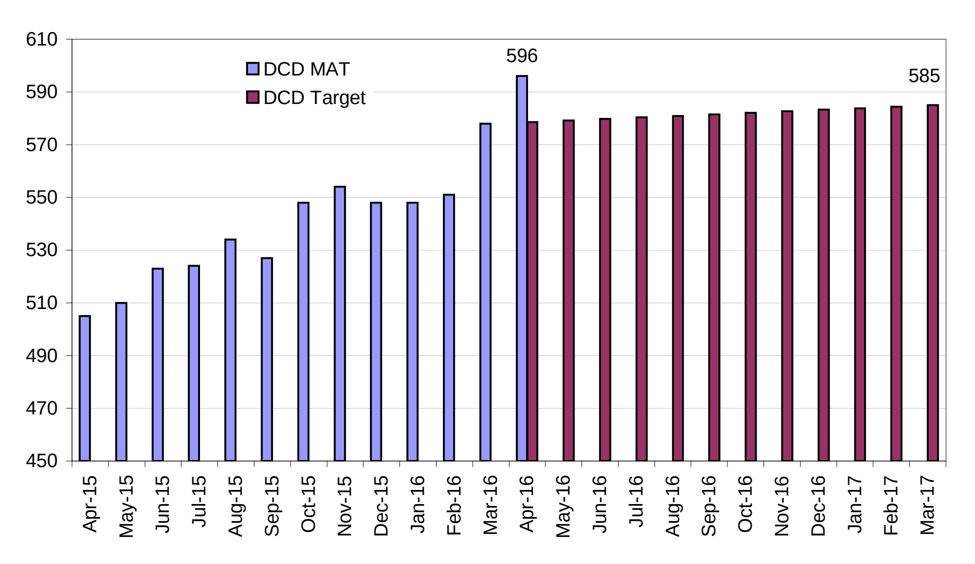


48. Deceased Organ Donors - Team (DBD)

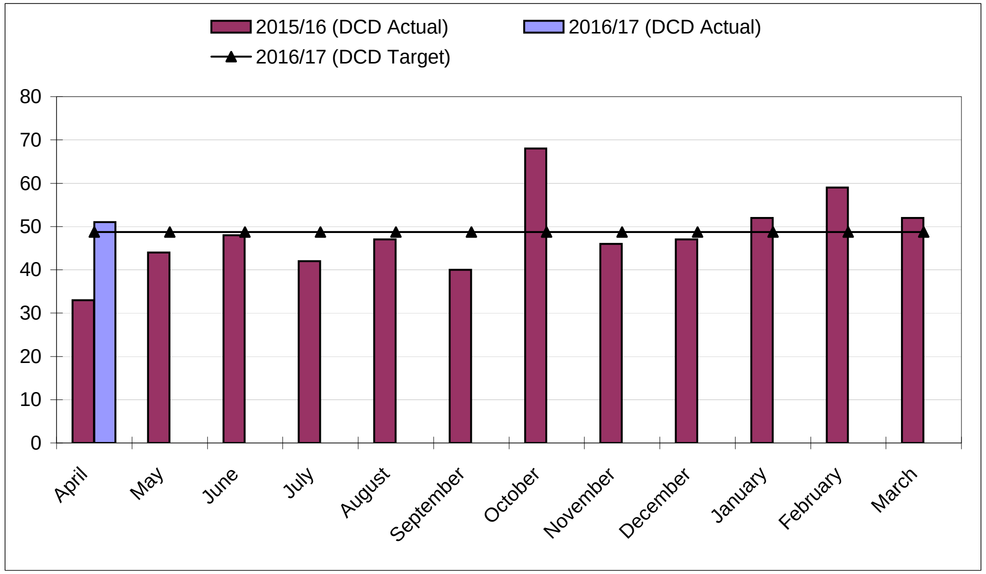


Organ Donation and Transplant - DCD Activity

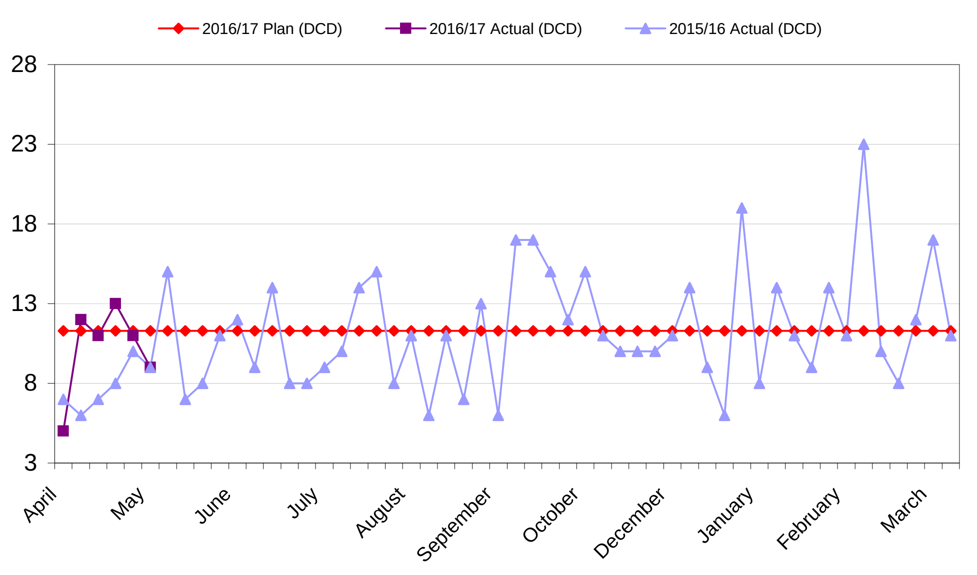
49. MAT number of Deceased Organ Donors (DCD)



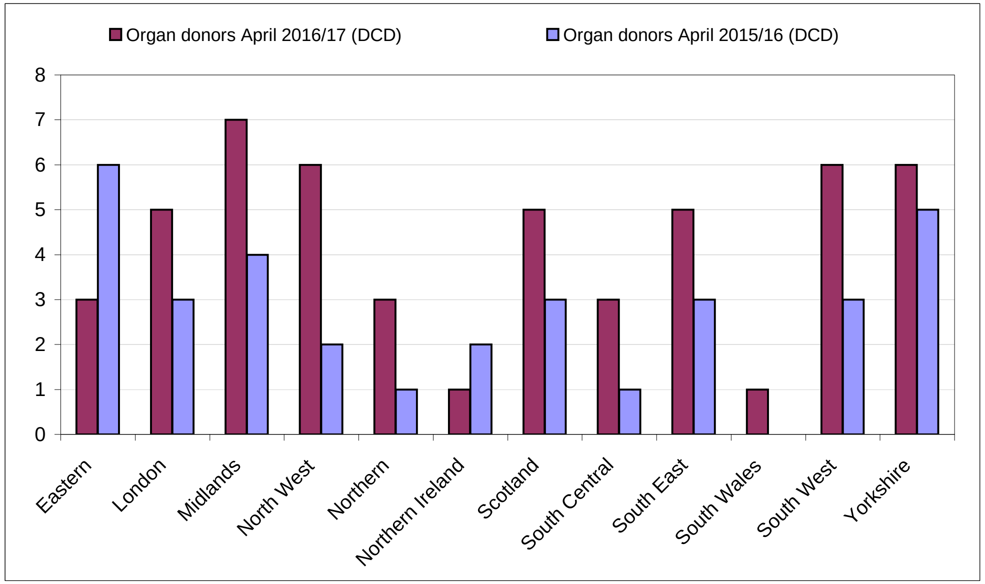
50. Deceased Organ Donors - Monthly (DCD)



51. Deceased Organ Donors - Weekly (DCD)



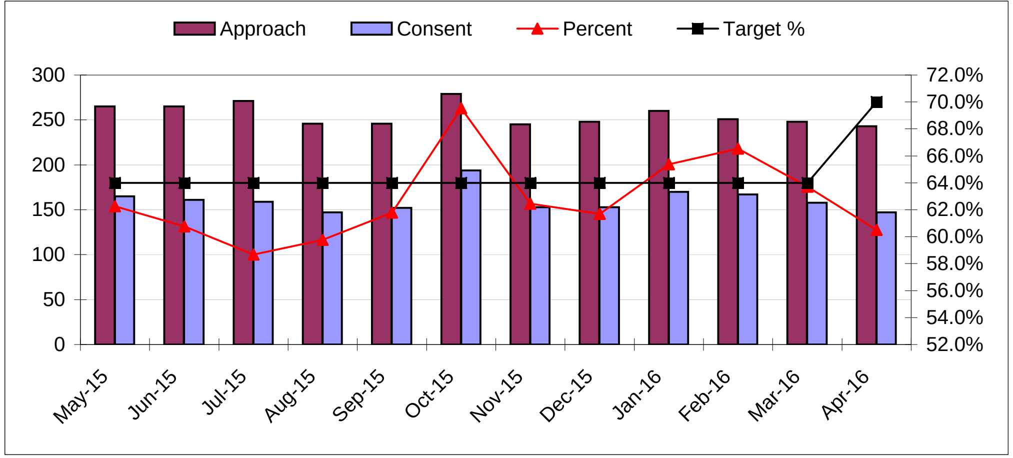
52. Deceased Organ Donors - Team (DCD)



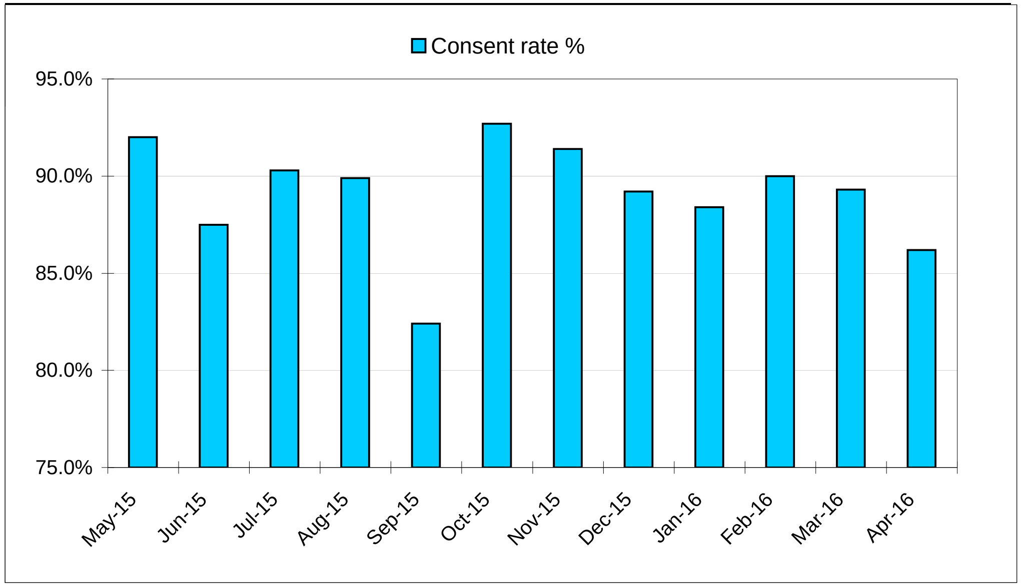
Organ Donation and Transplant - Consent / ODR

53. Consent / Authorisation rate (DBD & DCD)

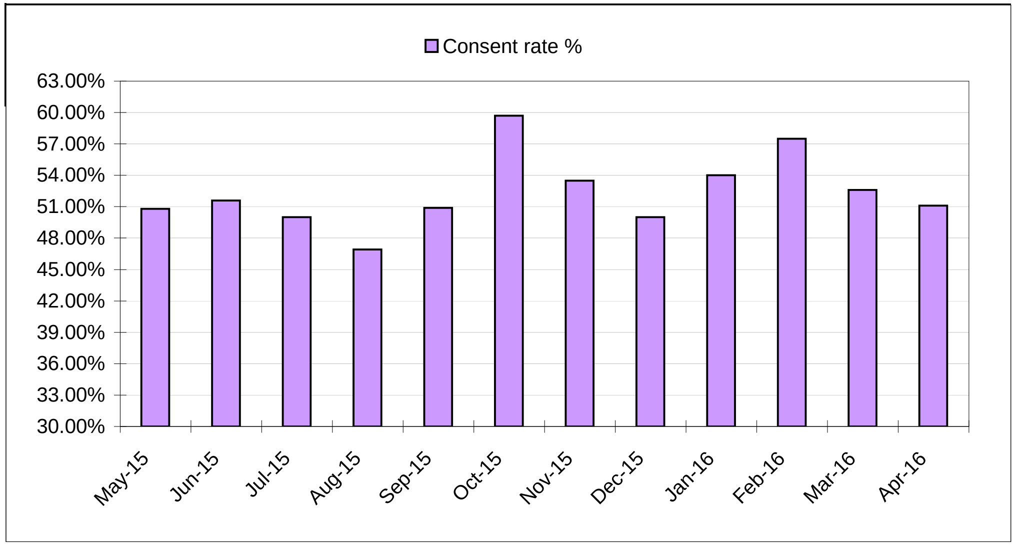
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Increase % Consent/Authorisation rate (Overall)	70.0%	70.0%	60.5%	R	-



54. Consent/Authorisation rate (patient expressed wish to donate on the ODR)

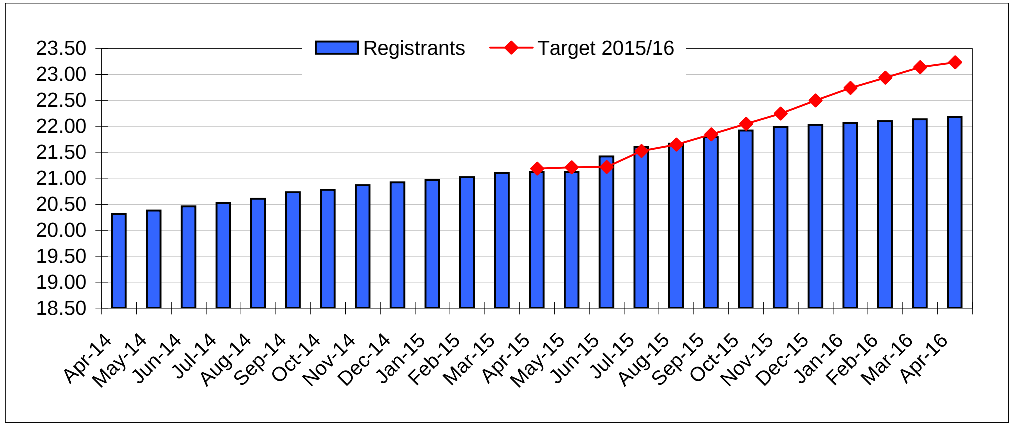


55.Consent/Auth. rate (patient not expressed wish to donate/ODR status unknown)



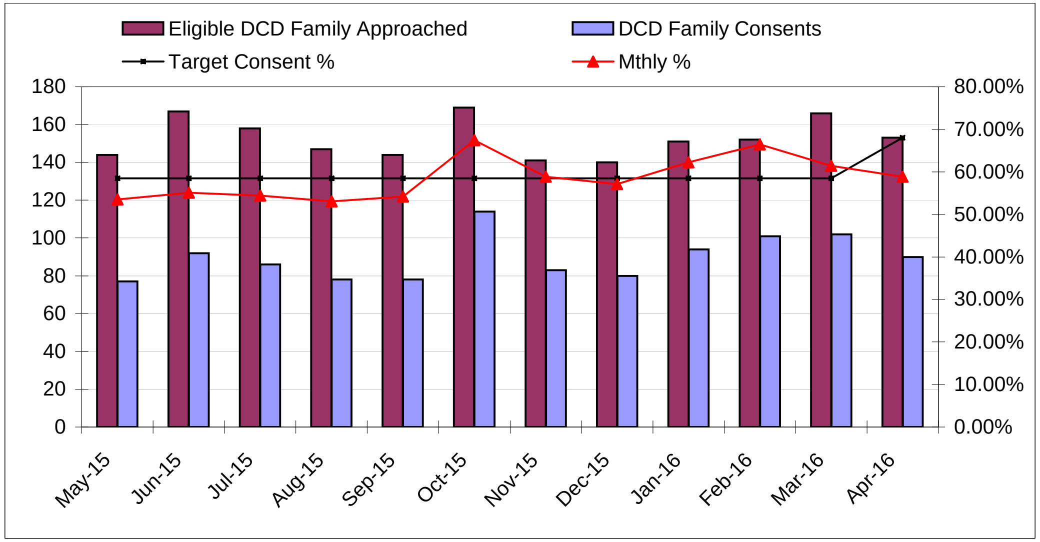
56. Number of people registered on the ODR

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
New Registrations on the ODR (m)	1.60	0.10	0.04	R	-

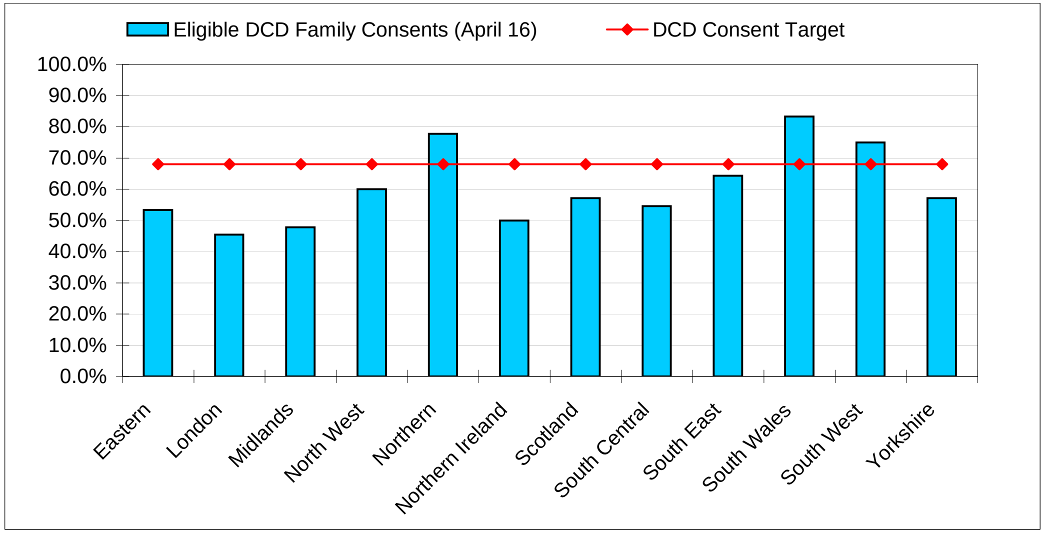


Organ Donation and Transplant - Consent / Authorisation DCD and DBD donors

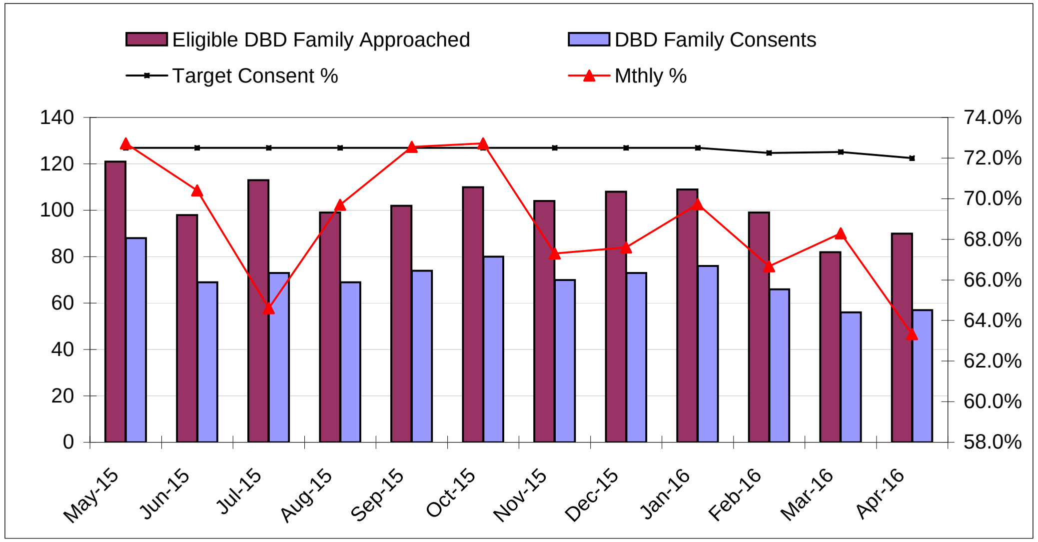
57. Consent/Authorisation rate (DCD) per month



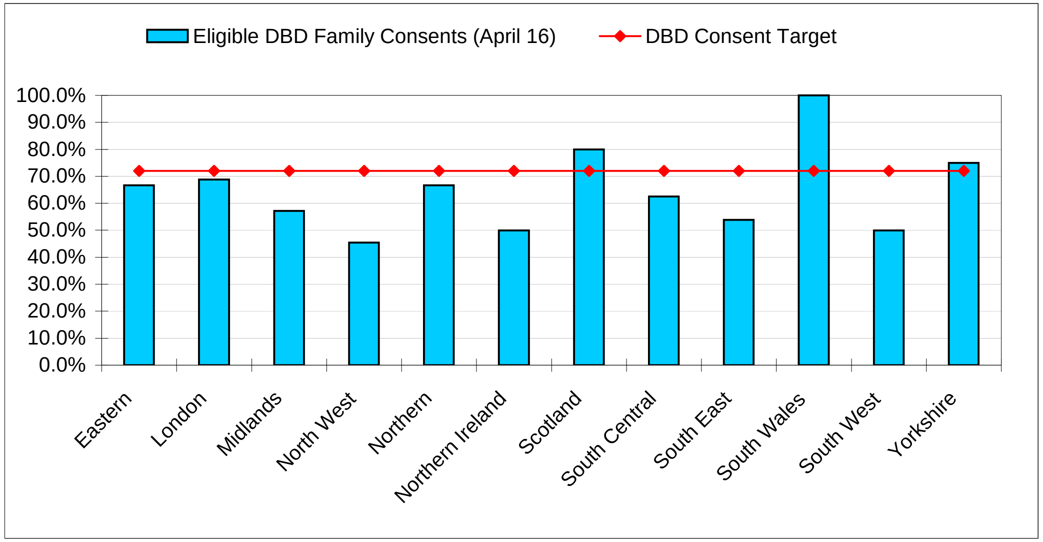
58. Consent/Authorisation rate (DCD) % by Region



59. Consent/Authorisation rate (DBD) per month

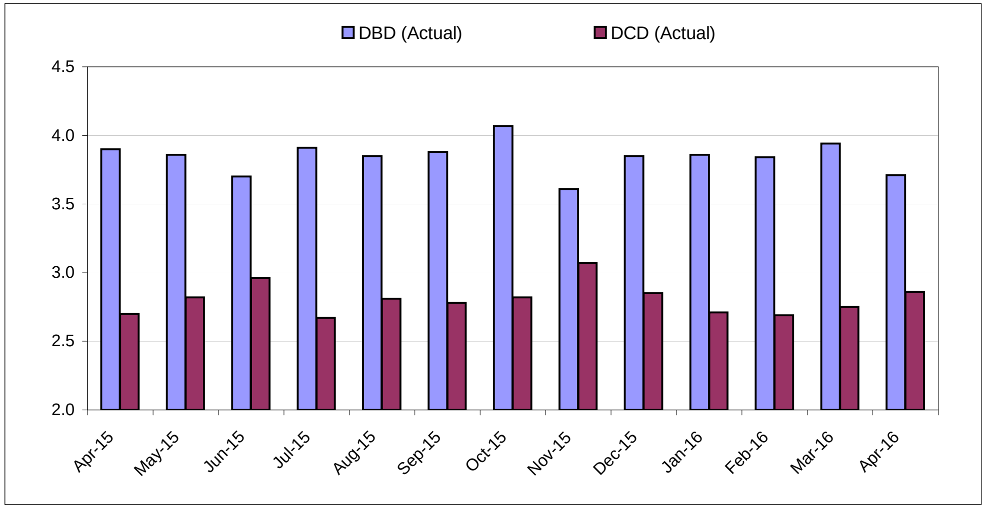


60. Consent/Authorisation rate (DBD) % by Region

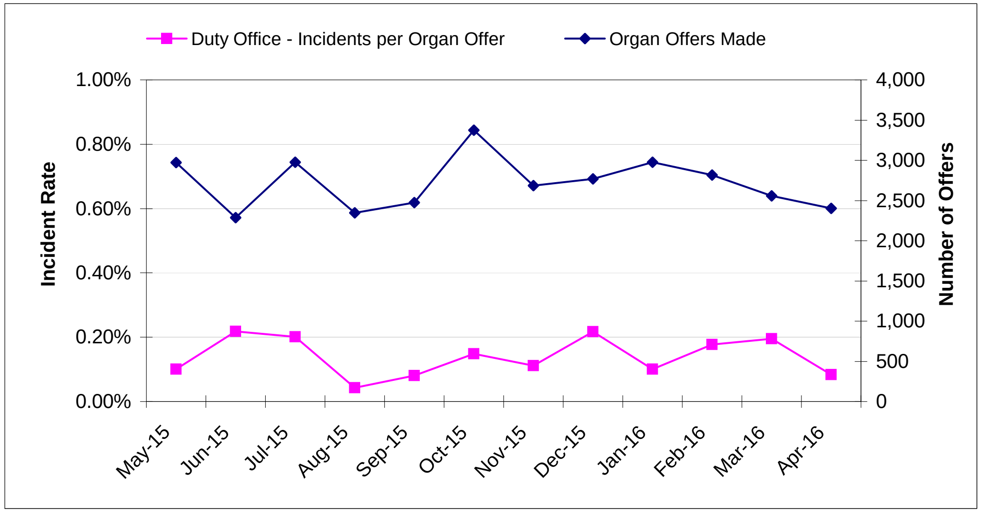


Organ Donation and Transplant - Transplantable Organs / Incidents

61. Transplantable Organs per Donor

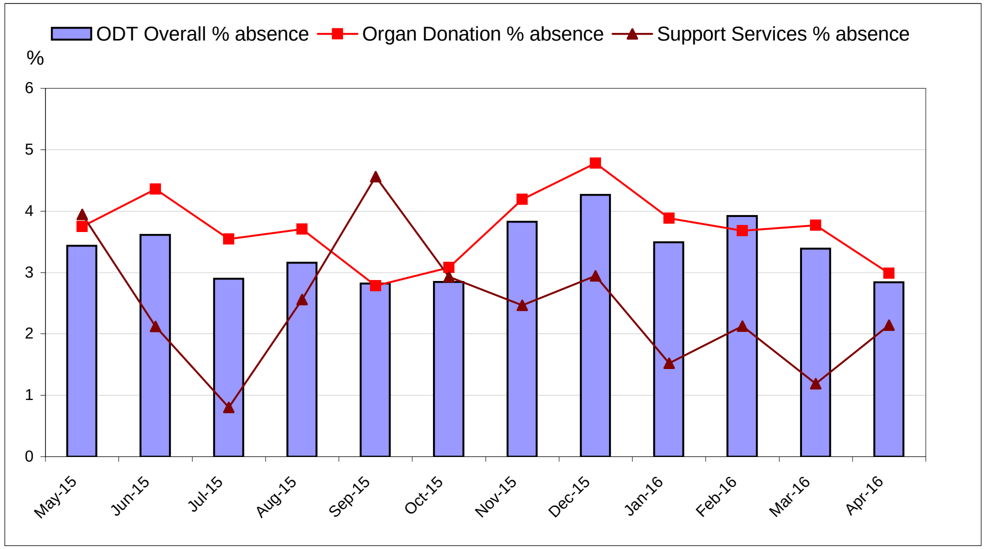


62. Duty Office - Incidents per Organ Offer

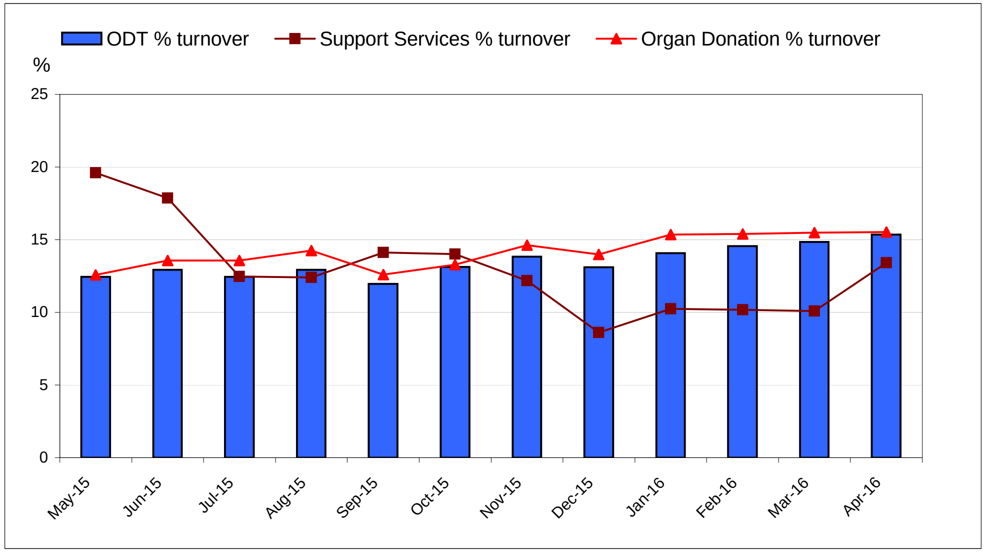


Organ Donation and Transplant - Absence/Turnover

63. ODT Absence rate (%)



64. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
NHSBT Corporate	Sickness absence has continued to improve this month and is reporting at 3.2% (vs 3.92% in 2015/16) and is expected to remain at more normal levels ie below 4%, through the summer months. Blood Donation sickness levels are continuing to improve and are significantly better in April at 3.99% (vs 5.3% in March). Sickness in Transport continues to high at 7.44%, albeit improving over March (8%). From 18 April, staff have been re-directed to use People First, for Workforce and Pay Support information. The new portal has been well-received and is accessible from all devices without the need to be logged onto the NHSBT network. Outages across many critical systems were higher than normal during April, especially EOS.

TRANSFORMATION PROGARMME – GROUP LEVEL PROJECTS

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Brentwood Estates Optimisation	Delivery	G	G	7.1	7.0	1.1	May 17	May 17
Key Machines Upgrade	Closure	G	G	0.2	0.2	N/A	Apr 16	Jun 16
Infrastructure Hosting Project	Closure	G	G	3.0	3.0	N/A	Aug 16	Jun 16
Organisational Workforce Dev LMS	Delivery	G	G	0.06	0.04	N/A	Jun 16	Aug 16
Networks & Telephony Contract	Delivery	A	G	11.1	11.1	0.1	Feb 17	Feb 17
Oracle Database Upgrade	Delivery	G	G	0.2	0.2	N/A	TBC	TBC
Platform Selection	Delivery	G	A	0.1	0.1	N/A	Nov 15	May 16
Leeds Sheffield	Initiation	G	N/A	0.3	0.3	N/A	Sep 20	Sep 20
Next Generation Firewalls Managed Service	Initiation	G	G	1.6	TBC	N/A	Nov 16	TBC
Desktop Modernisation – Infrastructure Improvement	Initiation	G	G	0.3	TBC	N/A	Oct 16	TBC

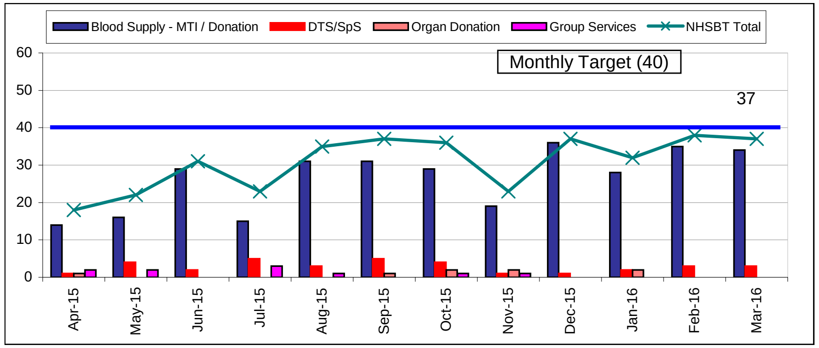
NHSBT Corporate - ICT / Workforce

65. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	99.84%	A	-
Pulse	99.95%	99.69%	A	-
OBOS	99.95%	99.87%	A	-
Hematos	99.95%	100.00%	G	-
EOS	99.95%	96.33%	R	-
NtXD	99.95%	99.89%	A	-
TMS	99.95%	100.00%	G	-

66. Health and Safety - Accident Reporting

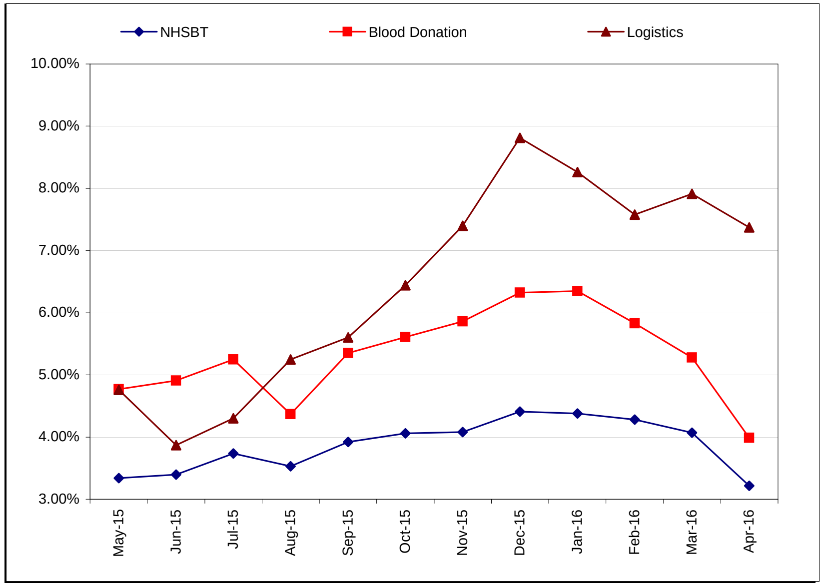
H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Period Actual
Blood Donation	=/<27	24	=/<30	28
M&L	=/<11	9	=/<7	6
DTS/SpS	=/<2	1	=/<2	3
Organ Donation	0	0	=/<1	0
Group Services	=<0	0	=/<1	0
NHSBT	=<40	34	=/<40	37



67. Headcount / WTE (as at payroll date)

Function	Plan WTE (Ave YTD)	YTD Ave WTE (C)	Variance WTE	Variance %
Blood Supply: Manufacturing, Testing & Issue	815	834	-19	-2.3%
Blood Supply: Blood Donation	1,540	1,552	-12	-0.8%
Diagnostic and Therapeutic Services	802	786	16	2.0%
Organ Donation (including Group Services)	398	375	23	5.7%
Sub-total Operational	**3,555**	**3,547**	**8**	**0.2%**
CEO and Board	33	4	29	89.1%
Quality	85	82	3	3.4%
Communications	70	59	11	15.2%
Estates & Facilities	82	76	6	7.4%
Blood Supply: Logistics	360	341	19	5.2%
Finance	98	92	6	6.0%
HR and BTS Project Management	151	149	2	1.4%
BTS - Information Communication Technology	161	144	17	10.6%
Clinical	186	181	5	2.5%
Research and Development	36	43	-8	-21.5%
Change Programme & Development	6	8	-2	-41.1%
Sub-total Group Service	**1,267**	**1,180**	**87**	**6.9%**
Total	**4,822**	**4,727**	**95**	**2.0%**
% Operational WTE to Total WTE	**74%**	**75%**		

68. Sickness Absence



RISK MANAGEMENT

Risk register summary (net risk) and summary by themes

Corporate Risk Register Summary	Red	Amber	Green
161	12	140	9

The dependency and reliance on the SMEs that currently provide support for our critical operational systems (PULSE/Hematos) and in particular their ability to retain the necessary capability to deliver to agreed service levels.

The ability to supply sufficient volumes/services in case of the loss of a key facility (e.g. Filton, Speke) or the loss of critical IT systems (Pulse, Hematos, networks etc). The risk of critical system loss is increasing on the back of the significant changes that are planned (e.g. new desktop, core systems modernisation etc.) and the significant complexity and inter-dependency between them.

The scale of the transformation programme across NHSBT/Blood will create a significant challenge on the capacity and capability of NHSBT to safely execute the change (both ICT and business resources) and a potential distraction to delivering business as usual.

The ability to maintain a red cell blood price of c£120 per unit (or better) after 2015/16 continues to remain highly dependant on being able to generate significant productivity improvements in Blood Donation. In turn this will imply significant changes to the configuration of services (e.g. fewer / larger mobile sessions and greater use of fixed venues). This may result in adverse donor reaction and behaviour if not managed and communicated well.

The downturn in demand from hospitals for red cells is likely to continue for a number of years before the expected demographic changes offset the trend. This is having a significant impact on our immediate financial position, but this is being managed / mitigated in the short term. If it were to continue for another 2-3 years we may be unable to remove (fixed) costs at a sufficient pace to avoid price increases in 2016/17 and beyond, as well as maintain the financial flexibility to fund future change programmes (especially the renewal of IT infrastructure and applications).

There is a high prevalence of manual, paper based and verbal processes throughout NHSBT's operations, especially within reference testing and in the duty office within organ donation and transplant. Although these are mitigated by appropriate manual control checks there is a residual risk that these are ineffective and cause transcription errors that could lead to the death or harm of NHS patients.

The availability of funding from 2016/17 onwards would impact the delivery of the ODT 2020 strategy and especially the need to replace the ageing and inflexible NTxD platform.

Changing clinical/commissioning intentions in Stem Cells - ie Cord Blood / BBMR, as a recommended treatment, are impacting on the outcomes and therefore the future viability of these services.

No new high/extreme risks were raised for escalation to the Board in the month.

NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 30 APRIL 2016

Income	Year to date Budget £k	Year to date Actual £k	Year to date Variance £k	Full year 2015-16 Actual £k	Full year Initial Budget £k	Full year Latest Budget £k	Full year Forecast £k
Revenue Cash Limit - Organ Donation & Transplantation	5,161	5,161	0	59,142	61,927	61,927	61,927
Revenue Cash Limit - Diagnostic and Therapeutic Services	348	348	0	4,273	4,173	4,173	4,173
Blood & Components Income	22,217	22,089	-127	271,104	261,933	261,933	261,662
Diagnostic and Therapeutic Services Income	5,169	4,791	-378	62,712	65,126	65,365	65,365
Research & Development	107	264	157	3,881	1,283	1,283	1,283
Organ Donation & Transplantation Other Income	1,005	952	-53	12,357	12,062	12,062	12,062
All Other Income	430	324	-106	5,430	4,687	4,689	4,689
Total Income	**34,437**	**33,929**	**-507**	**418,898**	**411,190**	**411,431**	**411,161**
Expenditure							
Cost of Sales - Blood Component Stock Movement		851	851	-109	0	0	271
Cost of Sales - Tissues Stock Movement	0	16	16	266	0	0	0
Organ Donation & Transplantation Operational Expenditure	-5,240	-4,760	480	-60,486	-66,710	-66,710	-66,710
Blood Supply: Manufacturing, Testing & Issue	-5,834	-5,916	-82	-70,372	-69,749	-69,749	-69,749
Blood Supply: Blood Donation	-6,509	-6,591	-82	-81,652	-76,861	-76,886	-76,886
Blood Supply: Logistics	-1,686	-1,730	-44	-23,112	-20,741	-20,741	-20,741
Diagnostic and Therapeutic Services	-5,019	-4,802	216	-56,307	-58,744	-58,959	-58,959
Quality	-408	-387	21	-4,738	-5,017	-5,017	-5,017
Chief Executive and Board	-52	-49	3	-581	-776	-776	-776
Communications	-304	-286	18	-5,033	-5,048	-5,048	-5,048
Estates & Facilities	-3,130	-3,118	12	-41,336	-38,818	-38,960	-38,960
Finance	-478	-484	-6	-6,739	-5,751	-5,751	-5,751
HR and BTS Project Management	-763	-770	-7	-9,487	-9,150	-9,192	-9,192
BTS - Information Communication Technology	-1,615	-1,593	22	-18,108	-19,481	-19,481	-19,481
Clinical Directorate	-1,194	-1,168	26	-13,512	-14,332	-14,332	-14,332
Research & Development	-356	-373	-17	-7,441	-4,828	-4,828	-4,828
Change Programme & Development	-274	-275	0	-11,818	-13,669	-13,485	-33,169
Miscellaneous and Capital Charges	-126	-109	17	-3,435	-1,515	-1,515	-1,515
Total Expenditure	**-32,988**	**-31,547**	**1,442**	**-413,998**	**-411,190**	**-411,431**	**-430,844**
Surplus/(Deficit)	**1,448**	**2,382**	**934**	**4,900**	**0**	**0**	**-19,683**

Statutory Accounts Presentation							
NHSBT Surplus/(Deficit) as above	1,448	2,382	934	15,658	0	0	-19,683
Add back Notional Cost of Capital	590	590	0	6,703	6,520	7,075	6,869
Remove Revenue Cash Limit	-5,508	-5,508		-63,415	-66,100	-66,100	-66,100
Deduct Capital Charges Cash Payment	-1,441	-1,441		-16,267	-17,292	-17,292	-17,292
Net Expenditure	-4911.56	-3977.43	934.13	-57321.00	-76872.01	-76316.70	-96206.05

Commentary - April 2016

An I&E surplus of £2.4m was reported in April, £0.9m better than plan.

This is the net of a surplus in Blood/Group of £0.6m; a surplus of £0.4m in ODT and a deficit in DTS of £0.1m.

In Blood / Group the surplus is mainly being driven by a favourable Cost of Sales movement (Red Cells - £0.9m), partially offset by lower sales of blood components;

In DTS the deficit arises from lower income than planned, mostly in SCDT (£0.2m), partially offset by favourable cost variances across the Directorate;

The surplus in ODT was driven by SNOD vacancies and lower logistics costs (on the back of lower activity).

Forecast outturn for the year has been amended to show a deficit of £19.7m (funded form cash).

Balance sheet - current assets were £64.7m at the end of April 2016, with a cash balance of £27.3m.

Debtor days - were 32 in April. (Mar - 25) vs target 22 days.

Capital - DH approval of the requested £12.5m allocation, has been received.