

NHSBT Board Performance Report

Revised Format (DRAFT)

February 2021

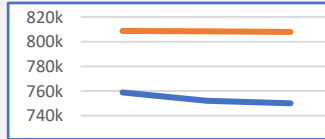
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Key Headlines

- We have consistently collected above whole blood demand with stock now at 8 days, with strong performance over the last 3 months across appointment fill rates, collections and new donor donating rates, with particular success to note for the new donor centre opened in Shepherds Bush, Mobile sites at 97% fill rates and an overall blended fill rate of 95.4%. Low non-attend rates of 7.4% and +29% YoY growth of black donor recruitment are key achievements to call out.
- The organ donation multimedia campaign 'leave them certain' is live and running until the end of March, focussing on driving consent rates and specifically consent rates amongst BAME communities.
- The newly formed donor experience services team are working across directorates to create a multi-year strategy to deliver an amazing experience for donors now and in the future.
- We achieved our highest ever collection of HT units of Convalescent plasma surpassing the stretch objectives of 2,000 per week.

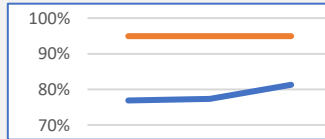
Delivering the Volume of Donors

- The overall donor base has stabilised around 750k, with FY22 targets increased to pre-COVID levels.
- Our mobile rates over the last quarter have reached 97% and our centre fill rates 89% giving a blended rate of around 95.4%. This alongside very low non attend rates (7.4%) has led to stock being over 8 days.
- Organ donation opt out has launched the 'leave them certain' multimedia campaign on 8th Feb – 31st March with bespoke content for BAME audiences and 36.5m reach. Ongoing campaigns will drive consent rate towards FY22 EOY targets. The overall consent rate is 1% higher than 03/20 and on track with planned growth



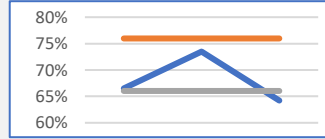
WB 12M Donor Base
(FY22 Target: = 807k)

750k



% Fill Rates
(FY22 Target: 95%)

95.4%

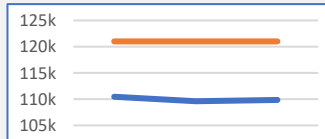


% organ consent rate
(FY22 Target: 74%)

68.5%

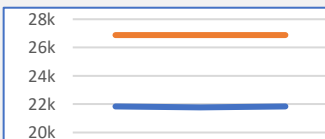
Delivering the Mix of Donors

- The blood mix remains strong and Oneg collection has recovered from 4.5 days stock to 6.5 days, but now working towards increased FY22 targets.
- Whilst the Ro donor base has fallen to 22,000, a combination of an end to lockdown with the launch of several targeted change initiatives, should soon reverse this decline with growth for next year targeted to a donor base of 27,700. Q4 figures for black donor recruitment +6% of target, and +29% YoY.
- Feb was a particularly strong month for BAME consent rates at 55%. YTD 14 families have been approached and 12 more families have consented their loved ones ODR opt-in decision.



Oneg Donor Base
(FY22 Target: 121k)

110k



Ro Donor Base
(FY22 Target: 28k)

22k

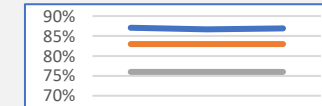


% BAME org consent
(FY22 Target 50%)

54.4%

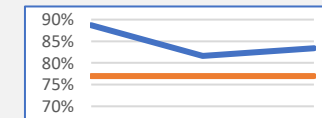
Improving our donors' experience

- NPS 3.7pts above target although a slight dip in performance MoM in a similar trend seen last year. YoY however Feb is up 1.7 pts
- WB online booking rate remains consistent at 75.8%, averaging around 75% for the past few months
- On session deferrals performing above target with 2% less than targeted consistent remaining around 13% since January
- Donor satisfaction (Top box Score) 2.4pts above FY22 target
- Complaints received continue to decline following similar YoY trend 8.9% fewer than previous month
- Top 3 complaint issues are Staff Attitude, Venepuncture and Turned Away
- Although few complaints seen, the number of compliments has also dropped by 15.4% MoM
- 5.64% of bookings were cancelled at short notice in Feb, a reduction MoM and driven mainly by staff sickness



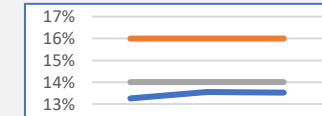
NPS Score

83 **86.7**



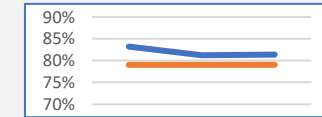
% Online WB Bookings

75% **83.4%**



% On-Session Deferral

16% **13.5%**



Donor Satisfaction
FY22 (Target 79%)

81.4



Donor Complaints %
(FY22 Target 0.59%)

0.38%

Building a plasma base for the future

- Current focus remains on finding high-titre plasma donors in anticipation of future demand.
- The combination of NCC efforts, paid media, off session sampling and community engagement is delivering 2000 units a week.
- Business case for plasma to be used for modern medicines is underway as a priority.



Plasma 1Wk Donor

TBC **4.297**



% Awareness

TBC **61%**

% Online bookings

NOT LIVE

Key Risks/Issues requiring escalation

- No new risks or issues in March 2021

Mitigation

- N/A

RAG status

N/A

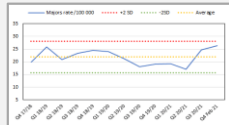
BLOOD SUPPLY: Director Report – February 2021

Key risks, issues and actions for attention:

- Demand for blood components may increase and continue to be more variable than usual as hospitals look to restore services and catch-up on postponed activity. Stocks are currently healthy and the collection forecast is strong, which will mitigate against any significant changes in hospital ordering.

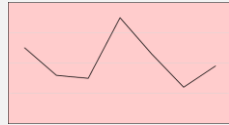
Major QI's

35



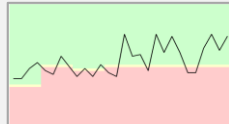
SABREs (Target = <5)

4



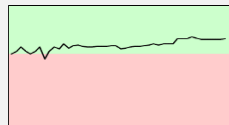
Hospital Satisfaction (Target = 70%)

84%



OTIF Excl. Ro Fails YTD Target = 98%

98.6%

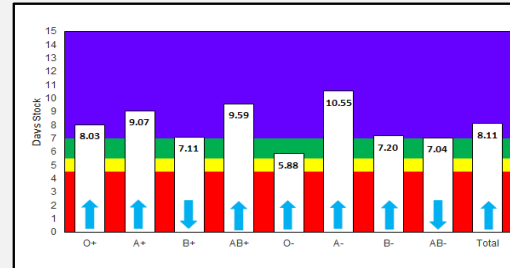
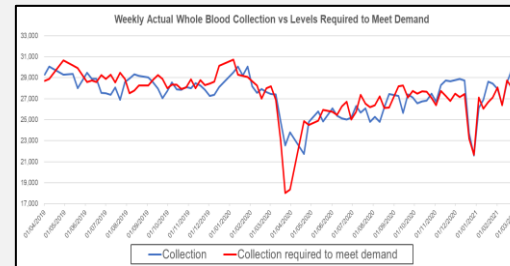


Safety, Compliance & Service

- There were 4 SABRE reports in February 2021:
 - 3 x recall events
 - 1 x discretionary testing
- 22 SABRE reportable events to date for FY 20/21 (vs 26 at the same point last year).
- OTIF and Hospital Satisfaction performance remain strong.
- No SI's in FY 20/21 to date

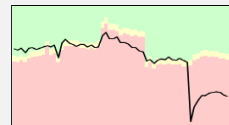
Collection Performance and Stock

- Collections have been strong enough to meet recent higher levels of demand. Overall red cell stocks have therefore held steady at c8 days of stock (DOS), with all blood groups either at or above target levels.
- Feedback from hospitals is that they are trying to restore services and catch-up on postponed activities, but continue to be constrained by staffing and other operational factors.



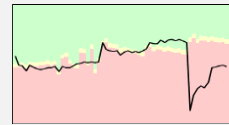
Collection Productivity YTD Target = 1,360

1,153



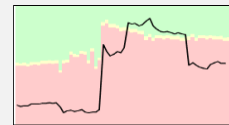
Manufacturing Productivity

9,871



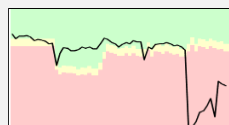
Testing Productivity YTD Target = 28,362

28,459



Issues Productivity YTD Target = 36,739

30,456

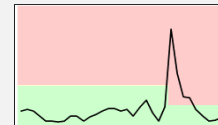


Productivity

- Productivity across all operational areas remains below target due to the COVID-19 pandemic (reduced activity and higher staffing levels in some areas).

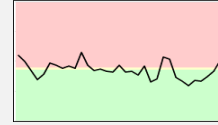
RBC Expiry YTD Target = 1.0%

1.3%



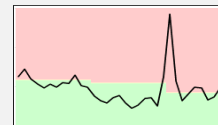
RBC Production Loss YTD Target = 4.8%

4.6%



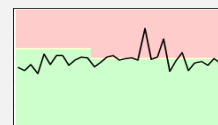
Platelet Expiry YTD Target = 4.25%

5.4%



Platelet Production Loss YTD Target = 3.0%

2.8%



Wastage and Expiry

- Expiry rates are above target levels YTD, primarily due more variable demand experienced during the pandemic.
- In order to minimise time expiry, we have set donor appointment caps and reduced discretionary marketing activity to donors with some blood groups where stocks are above target levels. However, we have needed to maintain higher levels of A neg whole blood collection to meet platelet pooling requirements.

CLINICAL SERVICES: Director Report – February 2021

Key risks, issues and actions for attention:

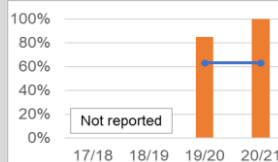
- Overall, levels of activity rose steadily across the Clinical Services portfolio following the end of Q1; we have since experienced some impact of the COVID-19 second wave on service demand during Q3 and into Q4, with financial forecasts now reflecting a more prudent outlook for the year-end
- The forecast impact on financial contribution is manageable within NHSBT's overall financial position and has formed part of the year-end NCG reconciliation process
- Risks relating to staff absence, maintaining social distancing and consumables supply are currently being effectively managed at this point

Stem Cells & Therapeutic Services (SCT)

- CMT** supported fewer stem cell transplants than target YTD (1,227 v 1,717)
- However, routine service activity (4%) and income (£0.4m) above plan due to cryopreserving allografts
- The latest 20/21 survey scored 100% for CMT customers scoring $\geq 9/10$ for satisfaction
- CBC** remains on course to achieve income target for the year (£2.6m)
- Advanced Cell Therapy** income forecast £0.7m (48%) adverse due to pandemic driven delays

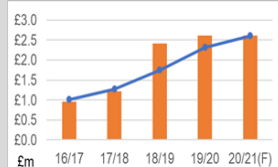
CMT Customer Satisfaction
Target 63%

100%



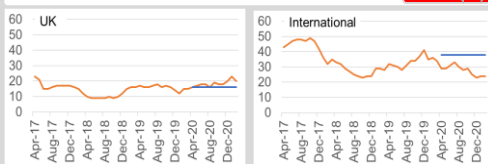
CBC Sales Income YTD
Target £2.4m

£2.4m

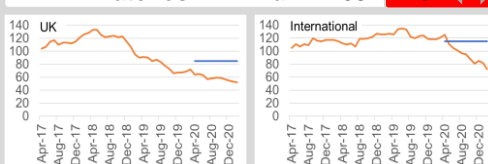


- SCDT** cord blood issues 5 units below plan YTD
- BBMR donor to patient matches also below target
- Driven by lower transplant activity re the pandemic
- Drives a £1.2m adverse financial position YTD
- BBMR exports also impacted by US policy
- US considering domestic matches first to avoid logistical challenges and reduce risk to patients
- Risk of lower activity reflected in 21/22 budget
- Recruitment of donors to the BBMR 'fit panel' is above target YTD (9.2k v 9.9k)

Cord Blood Issues YTD Plan = 48 **43**



BBMR Matches YTD Plan = 183 **102**



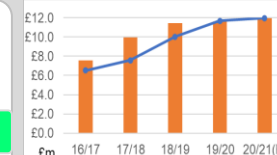
- SCT** £0.7m below budget YTD (driven by SCDT); forecast £1.2m adverse at year-end

Therapeutic Apheresis Services (TAS)

- Activity below plan by ca 7% YTD due to the impact of COVID-19 in Q1 -20%
- Q2 was +7% above plan; Q3 -2%; Q4 -14%
- Two procedures below 2019/20 levels
- TAS secured agreement with NHSE/I to part cover the in-year financial loss of ECP activity from the newly commissioned drug Ruxolitinib
- This will sustain ECP services across all sites until the impact of this drug becomes clear
- A combination of increased referral levels and a fragile nursing / medical workforce, has impacted our ability to treat patients in London
- The situation will remain fragile until Q1 21/22 when new staff commence
- Short-term London workload supported by resource from across the TAS workforce
- TAS latest satisfaction survey outcomes report patient experience at 97% (up from 92% last year) and overall customer satisfaction at 89% (up from 83% in 19/20)
- Financials £0.6m better than plan YTD; also forecast £0.6m favourable by year-end

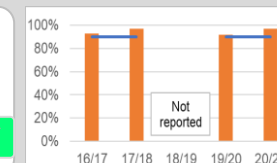
TAS Income YTD
Target = £10.9m

£11.0m



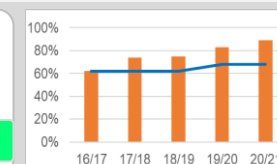
TAS Patient Experience
Target = 90%

97%



TAS Hospital Satisfaction
Target = 68%

89%



Note: blue line on a chart = target; orange bars = actual; orange line = Moving Annual Total

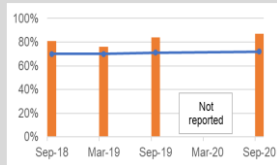
CLINICAL SERVICES: Director Report – February 2021

Diagnostic Services

- **H&I** continues to be affected by lower NHS demand; driven by the pandemic
- Income down on plan by 24% YTD; new contract mechanism to reduce risk in 21/22
- Drives £2.3m adverse financial position YTD
- Customer satisfaction above target at 87%
- Sample turnaround times above plan
- Supplier issues continue to affect test kits, plasticware and antibodies; being managed

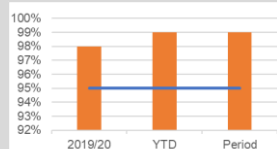
H&I Customer Satisfaction
Target 72%

87% ↑



H&I Sample Turnaround
Target 95%

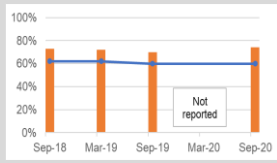
99% ↔



- **RCI** activity below plan due to the pandemic
- Pre-transfusion patient investigations (16%) and antenatal reference investigations (5%) down on last year
- Financial impact partially mitigated by a fixed cost / variable recharge contract mechanism
- Overall, £0.7m adverse financial position YTD
- Customer satisfaction and sample turnaround times continue above plan

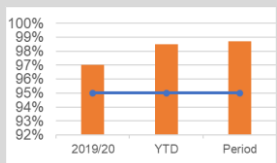
RCI Customer Satisfaction
Target 60%

74% ↑



RCI Sample Turnaround
Target 95%

98% ↔



- **IBGRL** adverse to budget by £0.1m YTD; pandemic impact on demand and income
- Sample turnaround above target for all services
- Ongoing supply issues for both fetal and rare donor screening consumables remain a risk; being proactively managed

Fetal RhD Sample Turnaround
Target 98%

100% ↔

Patient Genotype Sample Turnaround
Target 85%

100% ↔

- **Diagnostics** £3.1m worse than budget YTD; forecast £3.3m adverse by year-end

Clinical Services Financial Summary

- Overall, the YTD I&E position is £1.6m worse than plan
- Q1 was £1.6m adverse; phase one pandemic impact
- Q2 £0.5m favourable; initial restoration period
- Q3 £0.1m adverse; second wave started to impact
- Q4 £0.4m adverse so far
- The year-end forecast is £2.5m adverse to budget
- Adverse operational function forecasts (£3.9m) offset (in part) by under spends (predominantly) from vacant posts in medical, customer service and management roles (£1.4m)

Clinical Services Variance to Budget	YTD Variance	Forecast Variance
Stem Cells & Therapeutics	(£0.7m)	(£1.2m)
Therapeutic Apheresis	£0.6m	£0.6m
Diagnostics	(£3.1m)	(£3.3m)
CS Operations	(£3.1m)	(£3.9m)
R&D / Medical / Customer Services / Management	£1.4m	£1.4m
Total	(£1.6m)	(£2.5m)

OTDT: Director Report – February 2021

Key risks, issues and actions for attention:

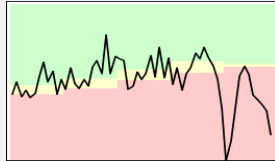
- COVID-19 and the NHS' response continued to significantly impact the Directorate's performance in February, but early March activity is encouraging
- The backlog for orthopaedic and ophthalmic surgery, is anticipated to drive an upturn in demand for TES products but this may not be realised until 21/22
- Ongoing uncertainty with Covid-19 is making forecasting for a return to pre-Covid levels challenging and uncertain. Metrics tracking performance versus planned donations and transplants are being developed for FY 21/22 onwards.

Serious Incidents (Target 0)

1

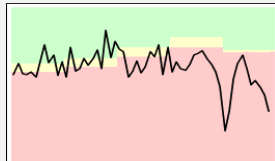
Deceased Donors (Target 1,529)

1,052 ↓



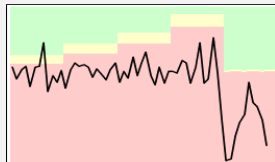
Deceased Transplants (Target 3,994)

2,638 ↓



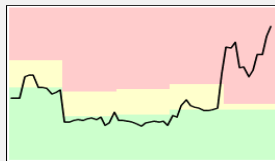
Living Transplants (Target 887)

356 ↓



£/Organ Transplant (Target = £16.98k)

£21.88k ↓



Organs

Donation

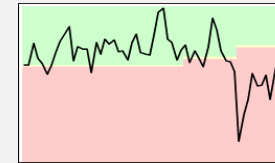
- Activity remains higher than the first wave and recovery appears to be quicker. There were very few 'true' missed referrals (where there was donation potential from the information available) throughout the pandemic, with just 5 in February, and 64 YTD, showing consistent positive relationships with ICUs.
- TBC FORECAST ON END YEAR POSITION

Transplants

- Access to theatres to undertake retrieval and transplantation remains challenging due to conflicting priorities, now and into 21/22.
- The Transplant List is forecast to return to 2013/14 levels.
- Adult kidney transplant centres closed/paused living donation during this period and others were restricted by prioritisation of elective surgery.
- 75% of transplants from the October 2020 run were postponed due to centre restrictions.
- TBC FORECAST ON END YEAR POSITION

Cornea Stocks (Target = 300)

230 ↓



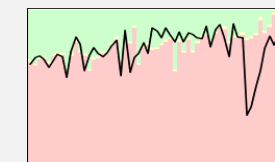
Cornea Donations (Target = 3,015)

1,580 ↓

Trend chart to follow

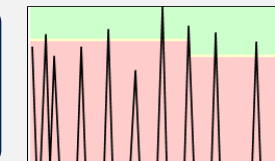
TES - Income (Target = 14,717k)

£10,725k ↓



Customer Satisfaction (Target = 70%)

78% ↔



Tissues and Eyes

Donation

- Ocular donation rates have remained low in February (230 stock vs 300 target). As the NHS starts to plan elective surgery again (from mid-March onwards) we are experiencing an increase in requests for tissue. We are currently working on a number of initiatives to increase donations to meet this demand.
- TBC FORECAST DATES FOR RECOVERY

Sales

- Orders are expected to increase from mid-March when elective surgery is expected to restart. As there is a backlog for orthopaedic and ophthalmic surgery, there is a forecasted upturn in the demand for TES products but this may not be realised until 21/22.
- Orthopaedic sales have started to recover in month, a trend which is expected to continue, however ocular sales remain very low.
- TBC FORECAST FOR RECOVERY

QUALITY DIRECTORATE: Director Report – February 2021

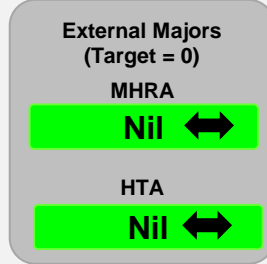
Key risks, issues and actions for attention:

- SABRE numbers raised with MHRA are higher than normal for the third consecutive month due to repeated delayed recall events. A national workshop is scheduled for April 2021 to identify improvements in the process. There have been no reported clinical impact as of a result of these events.

External Inspection Performance

No external MHRA or HTA inspections performed in February.

- UKAS assessment to ISO15189** (NTMRL and NBL) 8 findings and 2 recommendations. A good result. **Accreditation to ISO15189 extended.**



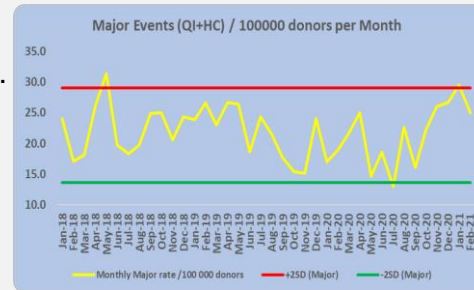
Serious Incidents (SIs): YTD = 3

- 1 raised in February: air embolism during donation. Donor sent to hospital but recovered well.

Adverse Event Rates:

Recent rises have been noted in QIs in Blood Supply. The graph shows monthly events per 100,000 donors from 2018 onwards.

The data indicates in February, the Major rate has fallen back into the expected range (13.6-29.1) after just rising out of range in January.



Regulatory Radar:

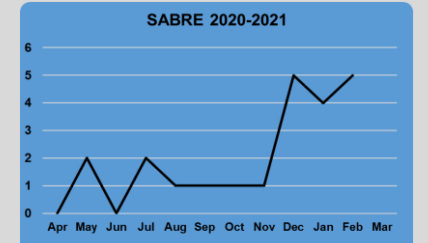
- UK Plasma:** Following the UK government announcement on the use of UK-sourced blood plasma for the manufacture of immunoglobulins, NHSBT has commenced the extensive regulatory reviews and activities required to ensure we are ready as soon as possible for collection and storage of plasma to be used in the manufacture of medicines. The MHRA is adding a condition to all BEAs mandating that UK sourced plasma is used for NHS patients first.

Licence Updates: No licence updates in February

Externally Reported Events

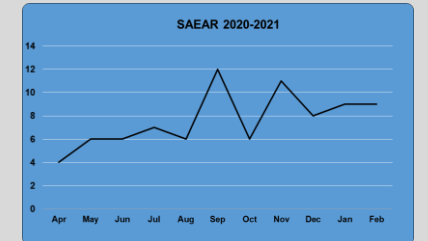
SABRE: 5 events in February

- 3 further reports of delayed recalls (M&L).
- 1 crossmatch error (RCI)
- 1 discretionary testing error (BD)



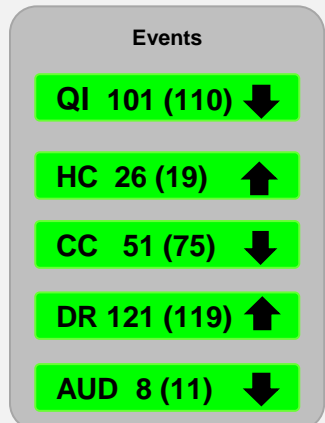
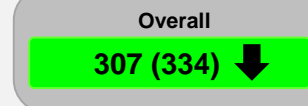
SAEAR: 9 events in February

- 5 bacteriology positive
- 1 PAE
- 1 primary graft failure
- 1 death before engraftment
- 1 graft contaminated in-situ (non-NHSBT cause)



Overdue QMS Event Performance

- The number of overdue QMS events dropped in February. This was the second successive month of improved performance since the peak noted over the December-January period.
- This improved performance follows on from initiatives commenced in January designed to improve performance in this area.



Key DDTS Updates and Risks

- Overall, levels of activity.....
- Risks relating to

Key Systems Availability

Critical National Infrastructure

99.80% ↓

12 month trend



Pulse Availability
(Target = 99.95%)

100% ↑

Hematos
(Target = 99.95%)

99.41% ↓

ODR
(Target = 99.90%)

100% ↔

Key Public Systems

100% ↔

12 month trend



Donor Portal
(Target = 99.90%)

100% ↔

Corporate Websites

100% ↔

Key Hospital Systems

100% ↔

12 month trend



OBOS
(Target = 99.90%)

100% ↑

SO99
(Target = 99.90%)

100% ↔

Key Systems Availability

Critical National Infrastructure services

PULSE and ODR met service targets in reporting period with the exception of Hematos that experienced slow service performance for a short period. Root cause was identified and resolved following completion of routine maintenance tasks

Key Public Systems and Hospital systems

All systems met service performance targets in month

Cyber and Information Governance

ICO Incidents (Target =<5)

1

DPIAs subject to COPI

31

DSPT Mandatory Requirements
(G = 100%; A = >90%; R = <90%)

92.45% ↑

Cyber and Information Governance

- **ICO Incidents:** Reportable Information Commissioner's Office (ICO) incidents from April 2020 until March 2021: there have been two reportable incidents; one has been satisfactorily concluded with the ICO and in-line with expected SLAs and the other is ongoing but a satisfactory completion is expected within timescales
- **DPIA's subject to COPI:** The Data Protection Impact Assessments (DPIA) subject to Control of Patient Information (COPI): 31 data flows that are reliant upon the COPI notice. A dedicated workstream is in place to convert these data flows reliant on COPI notices into full DPIA's by the end of the COPI notice period (currently September 2021)
- **DSPT Mandatory Requirements:** Data Security and Protection Toolkit Performance 2020 is 92.45%

PEOPLE SERVICES: Director Report – February 2021 New

Key risks, issues and actions for attention:

- COVID Vaccination rates continue to be strong across the organisation. ISO45001 achieved, significant focus on wellbeing going forward
- Reimagining inclusive recruitment programme continues, weekly progress meetings, 15 April Workshop
- Engagement on People Operating Model March 2021. Work underway to build specification for major policy overhaul

Recruitment

9 Unsuccessful campaigns this month:

- 3 candidates withdrew, 2 posts have been re-advertised and 1 offered to a reserve.
- 2 posts received no applications, 1 was a consultant, specialist post and 1 was a 6 month internal post.
- 2 posts had no shortlisted candidates, 2 posts were not appointed at interview, both were fixed-term posts, again more specialist posts (one requiring registration).
- 61 new starters of which 9 were BAME with 47 leavers of which 9 were BAME.
- 21 new starters and 4 leavers have 'not stated' status.
- Net increase of Band 8a+ BAME colleagues of +1.

Monthly Net increase in BAME staff +/- for all staff (Band 8a plus in brackets)

0 (+1)

% new starters who are BAME (and Number Band 8A & Above in bracket)

14% (4)

Time to Recruit –Request to Start (Target = 12wks incl notice)

11.17

No of vacancies filled (%)

92.44%

Turnover (Target = xx)

13.85%

Case Resolution

- 11 out of 15 live cases are on track within the 90-day SLA timescale
- 4 complex cases are currently over-running against the SLA. 1 in DE, 1 in BS – Man and 2 in BS - BD. Mitigations in place
- Average case duration of 67 calendar days across 35 cases in reporting period
- Complex case unit established for handling complex cases
- Case Resolution Tender Specification commenced
- Guidance on case commission & Support has been produced

Protected Characteristics Live Cases month end

2 BAME (13%)

2 Disability (13%)

0 LGBT+ (0%)

No. of new cases last period

7

No. of closed cases last period (Total and within SLA)

5 (80%)

No. of live cases month end

15

Current live cases within SLA (%)

11 (73%)

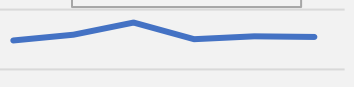
Safety and Wellbeing

- Decrease in Harm rate back to target from last month
- Near Misses meeting target with small decrease in month
- Sickness absence – local monitoring. No significant impact on operational delivery from sickness related absence.
- Covax uptake increasing with managers engaging teams in supportive conversations on preventative effect

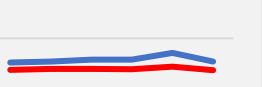
Trend - All Harm Accidents



Trend - Near Miss



Trend - Sickness Absence



Harm Incidence Rate Jan (Decrease Target 10.5)

6.0

Near Miss IR Jan (Increase Target 8.4)

10.8

Covax 10/03/21

74%

Sickness Absence % Feb (Target NHSBT 4.8 BD 5%)

NHSBT 3.79

BD 5.49

Leadership and Learning

- 60 attended Civil Teams workshops in Colindale
- 32 participating in Inclusive leadership pilot, Colindale = 17, Barnsley = 12, Other sites = 3. We are discussing the rollout of this approach, as part of the Blood Supply Cultural programme.
- 50 attended blended leadership programmes
- MT target is 95%. Each directorate have plans to get back to green. We are introducing a 4 month grace period for new starters. Managers still required to manage any associated risks whilst colleagues complete their MT.
- PDPR target is 95%. Monthly updates provided to Directorates, to enable action planning
- Engagement score taken from 2020 survey (7.6 in 2018)

No. accessing leadership programmes

82

PDPR Compliance (%)

88%

MT Compliance (%)

84%

NHSBT Engagement Score (n out of 10)

7.8