





# Business Plan 2021/22

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- This interactive presentation is designed to be viewed in full screen mode
- Hyperlinks have been use throughout the document to aid navigation
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# 2021/22 will represent a year of recovery for NHSBT, as well as an opportunity to lock in positive change, and build equity and innovation into our culture and services

- We head into 2021/22 with continued uncertainty and challenging operating conditions from 2020/21, not least the ongoing response to the COVID-19 pandemic. While it has tested us as an organisation and as individuals, we have not just survived, we have thrived. We have demonstrated great **resilience and agility** while maintaining security of supply, we have driven **innovation** in how we work and the services we provide, and have built greater **collaboration** across our organisation and with the wider NHS. The commitment of our people to **our mission to save and improve lives** is the bedrock of our work.
- The pandemic saw the successful and rapid delivery of the **convalescent plasma programme**, which prompted innovation in how we do things, ranging from opening new donor centres to how we recruit and train into our donor teams. In 2021/22, we pivot from this success to support the Government's ambition for a UK supply of **plasma for medicines**.
- 2020/21 saw the End of Transition Period as we exited the European Union (EU). Our preparedness ensured NHSBT was able to continue operations throughout the transition period. In 2021/22 and beyond we will continue to ensure we are able to work and trade seamlessly with the EU and the Rest of the World; and that we stay ahead of any future changes as a result of the changing relationship. This includes maintaining a resilient supply of our products and services, and remaining up to date with international developments in terms of safety and quality standards.
- The mass shift toward home-working for non-frontline colleagues has accelerated the use of technology to enable virtual working and collaboration in all of our teams. This opportunity to reimagine future **smarter working** across all our teams is already changing practice across many teams, including flexible working, how we use our estate, and how we use technology to communicate and collaborate with each other. In the coming year we will work with the organisation to shape our vision.
- We will continue to work implementing our target operating model to be a more **innovative, strategic and data-driven NHSBT**, building on the strengths and capabilities that we showcased throughout 2020/21 and the changes we've already made. In 2021/22 we will explore opportunities presented by emerging technologies such as automation, genotyping, and advanced cellular therapies, whilst driving the modernisation of our core products and services, enhancing the donor experience, optimising our end-to-end supply chains, whilst improving the outcomes associated with our products and services.
- **Diversity and inclusion** remain key priorities in 2021/22, both to ensure that we are a great place to work for everyone, and to enable us to improve health inequalities of the patients we serve. We are launching a new programme to drive forward improvements and transform our organisation.
- This provides a strong foundation as we head into 2021/22 where we not only seek to **recover stronger** as an organisation, but also work more closely with the wider NHS to build back better and implement the ambitions in the White Paper, *Integration and Innovation: working together to improve health and social care for all*, and support the ambitions of the NHS Long Term Plan. Throughout 2021/22 we will be developing our corporate strategy and the service and enabling strategies, including blood, cellular therapies, pathology, people, quality and data.



# Our mission is to save and improve lives.

As a national provider of specialist products and services, operating in a system of local providers, NHSBT has a responsibility to provide proactive system leadership to optimise resources, improve clinical outcomes and reduce health inequalities.

To save and improve *even more* lives, we have adopted four corporate strategic pillars to shape our priorities in 2021/22:



## Diversify and strengthen our donor base

### Our priorities for 2021/22:

- Reduce the Ro Kell Neg gap in blood donation
- Improve our donors' experience by upgrading our digital services
- Grow the foundation of a new plasma donor base



## Modernise and extend our established services

### Our priorities for 2021/22:

- Modernise supply chains to protect and sustain a safe supply of blood
- Increase organ donors and transplants through opt-out and utilisation
- Modernise our Pathology Services



## Develop and grow new and high-potential services

### Our priorities for 2021/22:

- Build capacity in the UK cellular therapies supply chain
- Expand our tissue and eye service offering to patients
- Support the Government ambition for a domestic supply of plasma for medicines



## Make NHSBT a great place to work for everyone

### Our priorities for 2021/22:

- Increase diversity and inclusion amongst our workforce at all levels
- Improve employee experience
- Support post-pandemic recovery across NHSBT

*These build on our core foundations of:*

Resilience of Supply | High Quality and Safe Products | Operational Excellence | Providing Value To The UK Health Sector



# Diversify and strengthen our donor base

## Priorities in 2021/22

**Reduce the Ro Kell Neg gap in blood donation**

[OWNER: DAVID ROSE]

**Improve our donors' experience by upgrading our digital services**

[OWNER: DAVID ROSE]

**Grow the foundation of a new plasma donor base**

[OWNER: DAVID ROSE]

## Targets / Milestones

27,000 Ro Kell Neg blood donors in donor base (vs 21,000 in 2020/21)

50,000 units of Ro Kell Neg blood collected

77% of blood bookings online (vs 75% in 2020/21)

Net Promoter Score (2021/22 Target 85% vs 83% since 2017)

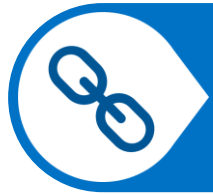
[Metrics and targets to be determined in 2021/22]

## Key Activities

- Ro retention programme
- Marketing / campaigns to engage Black donors
- New public and private sector partnerships
- Improving access to appointments

- New User Experience and User Interface
- Digital booking, registration and online eligibility checking enhancements
- Personalising direct marketing content

- [Full action plan to be determined in 2021/22]



# Modernise and extend our established services

## Priorities in 2021/22

## Targets / Milestones

## Key Activities

**Modernise supply chains to protect and sustain a safe supply of blood**

[OWNER: GREG METHVEN]

Blood Tech Modernisation: Phase 2 of programme at 50% delivery by year end

Define programme for Transfusion 2024

Appoint Transfusion 2024 operational lead

- Blood Tech Modernisation programme
- Transfusion 2024 - Interoperability and Red Cell Immunohaematology (RCI) Assist projects

**Increase organ donors and transplants through opt-out and utilisation**

[OWNER: ANTHONY CLARKSON]

Increase consent / authorisation rate for deceased donors to 74%

Increase number of deceased donor transplants to 4,295

Increase number of living donors to 1,057

- New system partnerships for transplantation
- Embedding legislative changes
- Develop the case for an Assessment and Recovery model
- Digitisation of living donation pathway

**Modernise our Pathology Services**

[OWNER: GAIL MIFLIN]

Develop strategy and plans for closer integration of Pathology Services (Q3)

Our Future Health: Pilot for on-session consenting to recruit 500k donors (Q1); Submit bid to scale up genotyping (Q2)

- Pathology Strategy development
- Genomics - Our Future Health bid
- R&D projects critical for modernising business - HaemMatch, Post-Donation Testing, Blood and Transplant Research Units (BTRUs)



# Develop and grow new and high-potential services

## Priorities in 2021/22

## Targets / Milestones

## Key Activities

**Build capacity in the UK cellular therapies supply chain**

[OWNER: GAIL MIFLIN]

Clinical Biotechnology Centre (CBC)  
income £4m

Submit full UK Stem Cell Strategic Forum  
recommendations to DHSC (Q4)

- CBC project building completion
- Medical Research Council / LifeArc Innovation Hub to start

**Expand our tissue and eye service offering to patients**

[OWNER: ANTHONY CLARKSON]

Introduce Living Articular Cartilage (Q3)

Introduce new pre-cutting service in  
Filton and expand the cornea service  
offerings at the Liverpool site (Q1)

- Characterise the composition, and evaluate the *in vitro* efficacy, of serum eyedrops
- New Product - Rectus Sheath Fascia (Cross-Directorate)
- Automation of Decellularisation process

**Support the Government ambition for a domestic supply of plasma for medicines**

[OWNER: GAIL MIFLIN]

Deliver business case to the Department  
of Health and Social Care

[Metrics and targets to be determined  
based on Government approval]

- [Full action plan to be determined based on Government approval]



# Make NHSBT a great place to work for everyone

## Priorities in 2021/22

**Increase diversity and inclusion amongst our workforce at all levels**

[OWNER: PATRICIA GREALISH]

**Improve employee experience**

[OWNER: PATRICIA GREALISH]

**Support post-pandemic recovery across NHSBT**

[OWNER: PATRICIA GREALISH]

## Targets / Milestones

Increase ethnic minority representation at Band 8a and above from 9% to 10%

Net increase in new starters from ethnic minority groups

People Technology Discovery & Roadmap phase complete by Dec 2021

People Policy Review – training programme commence in Q3 complete by end of Q4

Staff vaccination rollout comparable to other NHS Trusts

Smarter Working programme – Pilot sites established (x4)

Room Booking system implemented

## Key Activities

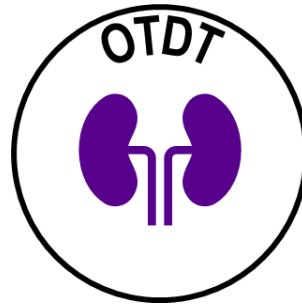
- Re-imaging Recruitment & Recruitment Review projects
- Workforce Race Equality Standard / Workforce Disability Equality Standard / Stonewall Workforce Equality Index / Gender Pay Action plans
- Senior Succession and Progression Review

- Develop new NHSBT People Strategy
- Conflict Resolution Review of policies and training rollout for managers
- Talent and performance management frameworks, Reciprocal Mentoring, conversations about Race

- NHSBT staff COVID Vaccination and booster programme
- Framework agreed for post pandemic working
- Wellbeing package in place to support post pandemic working



# *Click an icon to explore how our directorates will support our core foundations in 2021/22*



Resilience of Supply | High Quality and Safe Products | Operational Excellence | Providing Value To The UK Health Sector



# Blood Supply Directorate Plan

To ensure all patients have the right blood components available at the right time

## Directorate Objectives

- 1 Modernise the donation of blood and blood products to ensure sufficiency of supply**
- 2 Innovate and develop through strategic procurement exercises**
- 3 Make Blood Supply a great, inclusive, supportive place to work for everybody**
- 4 Optimise technology to sustain and modernise the blood supply chain**
- 5 Modernise the operational infrastructure to ensure sufficiency and efficiency of supply**
- 6 Support the creation and sustainability of plasma collection capacity (subject to Government approval)**
- 7 Support the vision and ambition of Transfusion 2024 (led by Clinical Services)**

Implement the “session solution” to enable “real time” donor and donation management

Review and re-plan the timetable for procurement of all critical services and consumables across Blood Supply

Increase Equality, Diversity and Inclusion (EDI) across our workforce to improve engagement and better represent the community we serve

Collaborate with Digital, Data and Technology Services (DDTS) in the delivery of a Blood Tech Modernisation programme which meets the needs of donors and staff

To review distribution and logistics and make recommendations for future footprint, service levels and staffing model

Contribute to the Plasma for Medicines strategy

To review and plan how Blood Supply can integrate with the NHS for the benefit of patients (Transfusion 2024)

## Directorate Priorities

Review donor base and align collection footprint to optimise donation

Ensure an effective Testing Strategic Procurement Programme

Implement the Target Operating Model across Blood Supply

Support, prioritise and plan for the development and implementation of digital solutions

Replace Transport Management System (TMS) (timescale 2 years)

Ensure that delivery of Plasma for Medicine contributes to, and synergises with, Blood Supply infrastructure and processes

Engage with Clinical Services and respond to requirements

Implementation of FAIR study recommendations

Ensure an effective Donation / Manufacturing Strategic Procurement Programme

Increase engagement scores across Blood Supply

Collaborate with Donor Experience to review eligibility checking pre-donation

Modernisation of Microbiology Services Laboratory (MSL) Data Processes

## Key Activities

- Development of next Blood Strategy
- Roll out of Session Solution
- Development of data model for blood donation to inform collection footprint
- Implementation of FAIR recommendations (including update of donor health check and training of Blood Donation teams)
- Re-balance of Blood Donation costs post-COVID-19
- Implementation of E-Rostering on Blood Donation teams
- Procurement and roll out of blood agitators to Blood Donation teams
- International Blood Packs – management of procurement process
- Set up of Testing Development Laboratory at Filton
- Procurement of Pre-donation Arm Cleansing Consumables
- Kick off specification for MSL Data processes modernisation
- Confirmation of Key SMT posts to complete the implementation of the target operating model (top level)
- Monthly senior management team sessions on EDI with action plans
- Annual rota reviews in Logistics
- Clinical trials: RESTORE, STRIDES, PANDA, CRYOSTAT-2, ProGRES, TREATT, RePAST, HaemMatch



# Organ and Tissue Donation and Transplantation (OTDT): Organ Donation and Transplantation Directorate Plan (1/2)

*To be a world-leading organ donation and transplantation system*

## Directorate Objectives

- 1** Make living and deceased donation an expected part of care for all
- 2** Optimise organ utilisation in every organ group, benefitting from new technologies and techniques
- 3** Ensure that recipient outcomes are amongst the best in the world
- 4** Ensure people of all backgrounds and circumstances have access to the organ they need
- 5** Build a sustainable donation and transplantation service

## Directorate Priorities

- |   |  |   |
|---|--|---|
| <i>Make the most of and evaluate Opt Out legislation changes</i>  | <i>Increase public awareness of the benefits of organ donation</i>   | <i>Maximise transplant opportunities through the UK living kidney sharing scheme</i>  |
| <i>Increase organ acceptance and utilisation through partnerships with NHS delivery bodies and NHS transplant centres</i> | <i>Support the development of the Organ Utilisation Group</i>  | <i>Establish the economic case for new technologies including normothermic regional perfusion (NRP), Donation after Circulatory Death (DCD) Hearts and Assessment and Recovery Centres (ARCs)</i> |
| <i>Design new outcome measures, including a focus on quality of life</i>  | <i>Pioneer a culture of research and innovation</i>  | <i>Attract and retain a world-leading Nursing team</i>  |
| <i>Increase the diversity of the OTDT workforce and build long term diversity and inclusion plans</i>                     | <i>Build the evidence base and take the first steps to address health inequalities in donation and transplantation</i> | <i>Lead and promote the benefits of organ donation with minority ethnic communities</i>   |
| <i>Design a sustainable OTDT target operating model</i>   | <i>Develop organ utilisation for academic research purposes</i>  | <i>Restore capacity and services after the COVID-19 pandemic</i>  |

## Key Activities

- Commonwealth Tribute to Life
- Paid, owned, earned & partnerships campaign
- Donor ambassador programme
- Opt Out evaluation working with the London School of Tropical Medicine
- UK clinical engagement plan
- DCD donation legal, ethical and professional framework review
- JIF / NHSE DCD heart retrieval and transplantation monitoring
- Peri-mortem intervention implementation plan
- Ethnic Minority Nursing Network focus groups
- Publish a 5-year Nursing Strategy
- Specialist Nurse for Organ Donation (SNOD) unconscious bias training
- NHS pager replacement
- Implement clinician-facing content and decision-making tools
- Support the patient facing digital transplant risk and consent tools for lung (Phase 1)
- Discovery phase for death on the waiting list notification
- Committee on outlying kidney centres / performance dashboard+
- Clinical trials: SIGNET, PLUS, PLUTO, ENVP, ITOPS, PITHIA



# Organ and Tissue Donation and Transplantation (OTDT): Tissue and Eye Services Directorate Plan (2/2)

To be recognised by the NHS as the preferred provider of high quality, cost effective tissue allografts for clinical use in England, Wales and Northern Ireland

## Directorate Objectives

**1** Provide high quality care for donors and their families, while ensuring a fair and equitable supply of tissue products to all patients

**2** Reinforce NHSBT as the preferred provider for tissue allografts in England, Wales and Northern Ireland (incl. corneas in Scotland)

**3** Implement new systems in support of the core business processes

**4** Deliver a financial break-even point so that an independent transformation fund can be initiated

**5** Pursue a focused, high potential and strategically relevant product / clinical development strategy

## Directorate Priorities

*Increase levels of ocular donation*

*Increase the number of direct and indirect customers*

*Introduce TissuePath for the donor segment of the tissue supply chain*

*Increase direct and indirect sales income*

*Develop a new product pipeline based on our customers' needs and horizon scanning*

*Maximise heart valve available to all customers equitably*

*Introduce new products to better meet our customers' needs*

*Enhance Pulse system to better meet needs of Tissue Banking*

*Improve levels of operational productivity*

*Increase the availability of research tissue provided to the UK research and clinical communities*

*Improve Donor Family experience*

*Protect the market position that Tissue and Eye Services (TES) has created for Serum Eyedrop (SE) sales*

## Key Activities

- NIHR Research grant to improve donations from hospices
- Review the relationship with external heart valve banks
- Review the issuing process of hearts for heart valves to non-NHSBT banks
- Projects to improve End of Life care
- Expand cornea pre-cutting services to all sites
- Strategic Planning and Delivery Group
- Target new donation sites
- Introduce Lean Manufacturing
- Tissue and Eye Services Serum Eyedrop Strategy group to develop initiatives to defend our commercial advantage in this area





# Clinical Services Directorate Plan

Create a better environment for our doctors, nurses and scientists to thrive as they are empowered to improve patient outcomes; deliver R&D that is more responsive and impactful to organisational need; and through greater internal coherence, enable stronger strategic alliances, so we are easier to do business with when working in partnership with the NHS

## Directorate Objectives

**1**

**(Stem Cells and Therapeutics)**

Drive evolution of the cellular therapy system through innovation and collaboration to deliver growth, increased resilience and accelerated equitable access for all patients

*Strengthen the UK cellular therapy supply chain in manufacturing and clinical trial delivery*

*Strengthen the UK cellular therapy supply chain for donors and donor products*

*Develop optimal cellular therapy operating, commissioning and financial models*

*Drive innovation to deliver better outcomes for patients through data integration and aligned R&D*

*Drive the development of the future cellular therapy workforce*

## Key Activities

- CBC project building completion Q2
- Accelerated Clinical Trials (SECRO) investment Q1
- RESTORE trial delivery
- Increase FIT panel typing from 10k to 25k
- Deliver ethnic minority operational collection targets Q4
- Medical Research Council / Life Arc Innovation Hub
- ART Calcs

**2**

**(Therapeutic Apheresis Services [TAS])**

Become the preferred provider of therapeutic apheresis services for NHS Trusts through delivery of high quality, cost effective and flexible apheresis services

*Expand service offering and increase patient access to treatments to meet unmet patient demand*

*Develop TAS offering in support of commercial organisations developing Advanced Therapeutic Medicinal Products*

*Collaboration and engagement with NHS Commissioners & relevant key stakeholders*

*Operational Excellence - improving service and delivering efficiencies*

*Meet the highest standards of patient care, safety, service quality and regulatory compliance*

*Ensure TAS is a great place to work for everyone*

- Refresh TAS strategy Q4
- COVID-19 restoration plan Q1
- Updated contract for Extracorporeal Photopheresis (ECP) services with NHSE/I (impact of new drugs / therapies)
- Collaboration with a London Trust / independent provider to provide stem cell / registry collection service
- Digitally Managed Services programme - patient outcomes database live Q4



# Clinical Services Directorate Plan

Create a better environment for our doctors, nurses and scientists to thrive as they are empowered to improve patient outcomes; deliver R&D that is more responsive and impactful to organisational need; and through greater internal coherence, enable stronger strategic alliances, so we are easier to do business with when working in partnership with the NHS

## Directorate Objectives

3

### (Pathology)

Maximise the efficacy of transfusion and transplantation therapies through innovative, integrated and technologically enabled Pathology Services

Build & enhance competencies, and deploy technology, to optimise service and improve patient outcomes

Drive the development of the future Pathology workforce

## Directorate Priorities

Work with our customers to extend services, drive higher standards & reduce system costs

Meet the highest standards of safety, service quality and regulatory compliance

## Key Activities

- Genomics: Next-Generation Sequencing based patient typing for solid organ donors ongoing
- Genomics: Pharmacogenetics into Histocompatibility and Immunogenetics (H&I); pilot Q4
- Transfusion 2024: progress Interoperability and Red Cell Immunohaematology (RCI) Assist projects Q4

4

### (Support Services)

Provide high-quality, effective and efficient support services to the Transfusion and Transplantation supply chains

Provision of Clinical advice and support through effective resource deployment

Research and Development programme including component development

Statistics and Clinical Studies

Blood and Clinical Services Customer Services including Patient Blood Management

Provision of cross-cutting change delivery & Continuous Improvement support

- Complete new operating model implementation Q2
- Support Blood Supply FAIR implementation Q1
- Delivery of clinical trials and related R&D projects for OTDT/Blood Supply/Donor Experience
- Infected Blood Inquiry support ongoing
- Transfusion 2024 delivery ongoing
- e-Hematos implementation ongoing



# Donor Experience Directorate Plan

Create an inclusive and revitalised experience that is loved by all our donors, today and for the future

## Directorate Objectives

**1** Deliver the volume of donors to meet patients' needs, today and in the future

**2** Deliver the mix of donors to reduce health inequalities, today and in the future

**3** Build a resilient, diverse and engaged workforce by updating the way we work together

**4** Increase donor satisfaction across all segments by improving our donors' experience

**5** Support the UK's self sufficiency in plasma products by building a plasma base for the future (subject to Government approval)

Grow the donor base to deliver resilient levels of collection to consistently meet hospital demand

Increase the number of active Oneq blood donors

Re-organise and resource our teams to deliver the directorate strategy and business plan

Increase use of, and satisfaction with, our online services and products

Grow the donor base to deliver resilient levels of collection to meet fractionator demand

## Directorate Priorities

Reduce the number of objections and increase consent to donate.

Increase the number of active Ro Kell Neg blood donors

Improve staff engagement through structured support, development and celebration of success

Increase levels of personalisation across the end-to-end donation journey and engagement

Increase awareness across UK prospective donors of plasma donation

Build active donor panels for new donor centres and expanded mobile clinics

Increase the number of ethnic minority organ and tissue donors.

Improve inclusivity of our processes, practices and employee policies to increase diversity of staff, partners and agencies

Reduce on-session deferrals through targeted initiatives (DHC Online, FAIR recommendations, Hb Levels)

Increase accessibility and availability of digital services for plasma donors

## Key Activities

- National marketing, paid media campaigns, partnerships
- Donor ambassador programme
- Organ donor insight
- New London donor centres
- Expansion of first responders programme
- Re-style comms on segmentation
- Paid media campaigns - deceased organ donation
- New commercial partnerships with Black & South Asian community brands
- Recruit and embed four new Assistant Director roles across revised functions
- Digital enhancements across appointment booking, registration and eligibility checking
- Case management - feedback and complaints - moving from Clientele to CRM
- Marketing automation
- Research - reducing Haemoglobin restrictions
- Research - reducing travel restrictions



# Digital, Data and Technology Services (DDTS) Directorate Plan

*Caring for our donors, patients and staff by delivering quality digital, data and technology services through an expert community of staff and supplier partners*

## Directorate Objectives

- 1** Improve the digital experience for donors (blood, tissues and organs) to contribute to the reduction of health inequalities
- 2** Modernise blood technology to protect and sustain the safe supply of blood
- 3** Build new technology for plasma to save and improve even more lives (subject to Government approval)
- 4** Protect, secure & create insight from our data & information to meet our legal obligations and enable NHSBT to achieve its strategic objectives
- 5** Stabilise and future-proof our infrastructure and operational services so that we can deliver reliable services all day every day
- 6** Develop our community and our people, adopting ways of working that engage our teams and deliver change at pace

*Create dedicated digital delivery teams for Donor Experience, OTDT and Clinical Services and transition all other IT teams into DDTS*

*Build the digital delivery structure and team for future of Blood Supply*

*Deliver digital solutions to support Plasma for Medicine Programme*

*Building out and maturing NHSBT's Security Operations capability*

*Move NHSBT onto a modern, scalable and secure by design shared server & storage platform*

*Create effective and vibrant Communities of Practice across multiple areas*

## Directorate Priorities

*Deliver digital improvements for Organ and Tissue Donation and Transplant*

*Completion of legacy releases (including Session Solution)*

*Deliver the digital requirements to support recovered plasma*

*Maturing and enhancing our Information Governance across NHSBT*

*Implement enterprise monitoring capability and automation of standard & routine activities to reduce manual intervention*

*Define clear standards and processes for Human-Centred Design at NHSBT and embed into digital projects and Product Centres*

*Deliver the Donor Experience digital requirements as set out in the Donor Experience 2021 plan*

*Re-coding of main Pulse application (Delivery of C# pilot module)*

*Developing and delivering against a dedicated Data Strategy for NHSBT*

*Move core Oracle-based solutions to modern, scalable and secure hosting*

*Improve the diversity and inclusion across our people, products and services*

## Key Activities

- Establish Product Centres for OTDT, Clinical Services and Blood Supply
- Deliver 21/22 Blood Technology Modernisation Programme initiatives
- Confirm 21/22 Capacity Based Business Case for Digital Donor Experience initiatives
- Deliver digital enhancements across appointment booking, registration & eligibility checking via new app and portal releases
- Delivery of OTDT digital transformation requirements as per 21/22 programme
- Expansion of DDTS services in Clinical Services directorate
- Create Plasma for Medicines (PFM) Technology Strategy
- Data Strategy delivery
- Enhancements to IG propositions in line with IG Interim Strategy
- Complete Year 1 Cyber Programme
- Complete Data Centre Co-location
- Deliver Oracle programme
- Automate Financial Planning & Budgeting
- Remediate application risk
- LAN/WAN 2023 Contract Renewal
- Skype for Business End of Life
- Desktop and End User Device Replacement
- Migration to HyperFlex infrastructure
- Enterprise monitoring capability
- DDTS Learning Academy established





# Quality Assurance Directorate Plan

*To be valued for supporting the delivery of donor and patient safety and the achievement of world class regulatory performance through innovation and continuous improvement*

## Directorate Objectives

- 1**  
Develop the 2021 – 2024 Quality Strategy
- 2**  
Support the delivery of the Plasma for Medicines (PFM) programme (*subject to Government approval*)
- 3**  
Support regulatory compliance, safety and quality standards across NHSBT operational teams
- 4**  
Develop our Team(s) with a focus on talent development and succession planning

*Develop 2021-2024 Quality Vision/Strategy to ensure alignment with the revised operating model and to deliver transformational, value added changes to the organisation and the Quality Management System (QMS)*

*Develop and implement changes to the QMS to support PFM*

*Support the Clinical Services Directorate in the delivery of compliance activities that will support their Strategic Objectives*

*Develop robust succession plans for QA staff at senior levels*

## Directorate Priorities

*Drive improvements in incident management*

*Collate and document the required scientific, quality and safety data to which will allow NHSBT to function as a Plasma supplier Organisation*

*Support the delivery of the Blood and Donor Digital Transformation Portfolio*

*Provide visible leadership in taking forward the organisational objectives and plans for Diversity & Inclusion within the Quality Directorate and across NHSBT*

*Deliver a user-centric electronic Quality Management System*

*Ensure Quality technical agreements are developed and agreed with chosen Fractionator*

*Support OTDT with the delivery of their Strategy ensuring compliance with required regulations*

## Key Activities

- Develop 2021-2024 Quality Strategy
- Complete the retender and implementation for the electronic QMS
- Quality Document templates and platforms update
- Develop and implement changes to the QMS to support PFM
- Fractionators Plasma Master File
- Contamination Control Strategy
- CBC and Barnsley projects
- Medical Device Regulations requirements Implementation
- Configuration of digital tools used within the Software Development Life Cycle (SDLC)
- Blood Supply Testing procurement programme support
- Aligning Quality Assurance (QA) resource with Product Centre ways-of-working
- Succession plan for Senior QA staff
- D&I sessions for QA Directorate



# People Directorate Plan

*The best employee experience now, and for future NHSBT colleagues and partners, enabling our NHSBT people to thrive in order to save and improve more lives*

## Directorate Objectives

**1** Create an NHSBT community that is inclusive, diverse and celebrates difference

**2** Provide a safe and supportive working environment where colleagues are empowered and enabled

**3** Create a culture of continuous learning where colleagues are well led, encouraged to develop and are supported to fulfil their potential in their current role and future career

**4** To provide effective, efficient and modern People Management services to support NHSBTs delivery of services

## Directorate Priorities

*Increase minority group senior leadership representation over the next 5 years*

*Deliver the NHSBT staff COVID Vaccination programme, and safe return to new ways of working programme*

*Drive improvements to staff engagement and motivation through the introduction of system interventions (e.g Reciprocal Mentoring)*

*Develop new People Services Operating Model and Ways of working*

*Build trust and engagement with ethnic minority and other protected characteristic groups within NHSBT*

*Enhance and build on the Wellbeing and Safety programme that supports all employees*

*Drive the development of the NHSBT leadership teams through the introduction of transparent talent management framework*

*Design and Deploy Strategic Workforce Planning framework*

*Drive improvements to the attraction of NHSBT as an employer by re-imagining our recruitment process*

*Introduce wellbeing plans as a tool for managers to better understand the needs of individuals and respond effectively*

*Design a values based Performance Management framework linked to Pay Progression to improve appraisal quality*

*Develop and implement an innovative approach to resolution of conflict streamlining and simplifying policies and processes*

## Key Activities

- Conflict Resolution Review and Redesign
- Senior Succession and Progression Review
- People Tech Strategy Development
- Short term Smarter Working Programme post lockdown
- Reciprocal Mentoring
- Fostering capability and practice in Diversity & Inclusion
- People Strategy



# Finance Directorate Plan

*To support NHSBT and its businesses with highly responsive, customer focused and efficient services and play our part in improving NHSBT's diversity and sustainability and making NHSBT a great place to work*

## Directorate Objectives

**1** Deliver efficient and customer-focused services to in the support of NHSBT service delivery and the needs of our colleagues.

**2** Support the delivery of business strategies with effective partnering in finance, procurement, estates and contracts.

**3** Contribute to the corporate initiatives and improve diversity & inclusion across the Directorate with strong and consistent employee engagement.

**4** To develop NHSBT's strategy with regard to its contribution to the national / NHS commitment to "net zero" carbon.

*Implement a new web based budgeting system that removes dependency on Access/G:drive and supports better interaction and engagement with budget managers.*

*Fundamentally review the principles and approach to the costing of blood components within the context of supplying plasma at cost for fractionation.*

*Provide visible leadership in taking forward the organisational objectives and plans for D&I within the Finance Directorate and across NHSBT*

*Continue to drive the carbon reduction and wasted management initiatives within the existing 2025 strategy*

## Directorate Priorities

*Develop the direction of travel and business case for the replacement of the Oracle Financials system (includes i-procurement and warehousing support).*

*Support the development of the estate footprint with current focus on*

- The emerging donor centre review
- Plasma requirements
- Colindale/Oxford

*Establish a Steering Group within the Finance Directorate that provides an opportunity for greater diversity in the ideas and plans generated within Finance.*

*Build on the NHS net zero report to identify a similar road map describing the path to net zero for NHSBT and the initiatives that would be required to deliver it.*

*Estates and Facilities to proactively engage with and support the plans for the post Covid return to work and the longer term vision for "smarter working".*

*Recruit and embed the new role of Commercial Director, along with a review of service and structure and driving better engagement with external stakeholders.*

*Develop the NHSBT net zero strategy for launch at the start of 2022/2023.*

## Key Activities

### Budget System (IBM Analytics)

- Implement for forecasting in 2021/22.
- Use in Q4 for 2022/23 budgeting.

### Oracle replacement

- Confirm approach – Q4 2020/21.
- Develop plan / business case by Q4 2021/22 for implementation by April 2023 earliest.

### Blood component costing

- Review principles Q1 2021/22.
- Re-compute for "NCG" – Q3 2021/22.

### Sustainability (net zero) strategy

- Engagement Q2-Q4 2021/22
- Launch Q1 2022/23

### Estates footprint

- Revised outline plan for Colindale - 2021/22.
- Support Blood Supply review of donor centre footprint and initial investments.

### Diversity & Inclusion

- Launch Steering Group and plan – Q1 2022/22

### Spending Review

- Lead development of spending proposals to Government



# Strategy & Transformation Directorate Plan

To drive strategic excellence, transformative thinking, effective risk management and governance across all NHSBT activity, by partnering and engaging to provide functional and problem-solving expertise

## Directorate Objectives

**1** Lead corporate strategy development and planning across NHSBT

**2** Build a diverse and inclusive NHSBT, that through best practice and new ways of working achieves equity both for our workforce and the communities we serve

**3** Support the organisation in enhancing its reputation through expert engagement and communications

**4** Develop and implement best practice standards of corporate governance and risk management

**5** Making Strategy and Transformation a great place to work for everyone

*Develop a single, cohesive, 5-year NHSBT corporate strategy, while building our strategic capability across NHSBT (e.g. horizon scanning)*

*Strengthen NHSBT's corporate structures and processes to drive best practice and positive impact around our D&I priorities*

*Maintain and enhance external reputation through effective media and stakeholder management*

*Build a clear structure of corporate governance with unified standards, a clear assurance framework and Board reporting*

*Establish and embed operating model changes (including Business Transformation Services and centralised comms function)*

## Directorate Priorities

*Develop our corporate transformation portfolio, supported by robust planning, implementation and assurance to support our delivery of our strategy*

*Steer and support directorate-level Diversity & Inclusion (D&I) plans to ensure delivery in priority areas: recruitment, talent, conflict & grievances, engagement & education*

*Support employee engagement by ensuring colleagues feel involved in and informed about developments in their organisation*

*Embed effective risk management practice consistently throughout the organisation*

*Develop our directorate diversity and inclusion plan to improve the diversity of our workforce and improve everyone's experience at work*

*Develop a framework for strategic business planning and reporting that supports collaboration and shared planning across NHSBT*

*Lead development of our smarter working vision and implementation of transformation plan*

*Development of business continuity plans to be more responsive to identified risk (including ongoing Covid response, recovery and winter planning)*

*Maintain a positive health and wellbeing environment.*

## Key Activities

### Develop our strategic capability

- Develop our 5 year corporate strategy
- Build new strategic partnerships across the NHS
- Refresh our corporate transformation portfolio
- Oversee delivery of our D&I programme

### Developing our corporate governance and processes

- Develop and maintain new Board reporting
- Refresh business continuity plans and learning from our COVID-19 response

### Contributing to being a great place to work for everyone

- Strengthen diversity and inclusion in our corporate processes and structures
- Establish a new smarter working programme
- Develop an effective internal communication strategy and plan



| Income (£m)  | 2019/20<br>Actual | 2020/21<br>Budget | 2020/21<br>Forecast | 2021/22<br>Budget | Movement<br>from Budget |
|--|-------------------|-------------------|---------------------|-------------------|-------------------------|
| Programme Funding - Organ Donation & Transplantation                       | 62.3              | 62.3              | 62.3                | 67.3              | 5.0                     |
| Programme Funding - Organ Donation & Transplantation - Opt Out             | 6.5               | 10.5              | 14.7                | 1.3               | -9.2                    |
| Programme Funding - Cord Blood Bank/BBMR                                   | 4.2               | 4.2               | 4.2                 | 4.2               | 0.0                     |
| Programme Funding - Employer's Pension                                     | 0.0               | 0.0               | 10.6                | 10.9              | 10.9                    |
| Blood & Components Income  | 268.0             | 268.0             | 279.2               | 291.7             | 23.8                    |
| Plasma for Medicines Funding*  | 0.0               | 0.0               | 0.0                 | 46.0              | 46.0                    |
| Convalescent Plasma Funding  | 0.0               | 0.0               | 80.0                | 0.0               | 0.0                     |
| Blood Supply Other Income  | 3.4               | 3.3               | 3.1                 | 3.3               | 0.0                     |
| Clinical Services Income - Diagnostics, Therapeutic Apheresis & Stem Cells | 62.5              | 65.0              | 59.2                | 66.7              | 1.8                     |
| Tissue & Eye Services Income   | 15.0              | 16.1              | 12.0                | 14.3              | -1.8                    |
| Organ Donation & Transplantation - UKHDs & Other Income                    | 12.2              | 11.9              | 12.1                | 12.9              | 1.0                     |
| Organ Donation & Transplantation - NHSE Income                             | 1.3               | 3.3               | 1.6                 | 3.3               | 0.0                     |
| Research & Development   | 2.2               | 0.9               | 0.9                 | 2.4               | 1.5                     |
| Group Services Other Income  | 3.4               | 2.7               | 3.1                 | 2.7               | -0.0                    |
| <b>Total Income</b>  | <b>441.1</b>      | <b>448.1</b>      | <b>542.8</b>        | <b>527.1</b>      | <b>79.0</b>             |
| <b>Total Operating Costs</b>   | <b>-416.7</b>     | <b>-431.8</b>     | <b>-521.1</b>       | <b>-514.0</b>     | <b>-82.2</b>            |
| <b>Transformation Fund Blood / Group</b>                                   | <b>-6.9</b>       | <b>-17.6</b>      | <b>-16.1</b>        | <b>-17.0</b>      | <b>0.6</b>              |
| <b>Transformation Fund ODT</b>   | <b>-10.5</b>      | <b>-15.7</b>      | <b>-16.2</b>        | <b>-15.3</b>      | <b>0.4</b>              |
| <b>Transformation Fund Clinical Services</b>                               | <b>-0.9</b>       | <b>-2.5</b>       | <b>-1.5</b>         | <b>-3.7</b>       | <b>-1.2</b>             |
| <b>Net I&amp;E Position</b>  | <b>6.1</b>        | <b>-19.5</b>      | <b>-12.0</b>        | <b>-22.9</b>      | <b>-3.4</b>             |

- Updates to budget approved at the Finance & Performance Committee on the 24th June 2021.
- Revised budgets to be restated for Q1 reporting.
- \*Full year Plasma for Medicines funding agreed at £53m, the budget reflects expenditure from Q2 (Q1 Expenditure £7m + Q2 onwards £46m)

# Financials - Expenditure

## Blood and Transplant

| Expenditure (£m)   | 2019/20<br>Actual | 2020/21<br>Budget | 2020/21<br>Forecast | 2021/22<br>Budget | Movement<br>from Budget |
|--|-------------------|-------------------|---------------------|-------------------|-------------------------|
| Cost of Sales - Blood Component Stock Movement                       | -0.9              | 0.0               | -1.3                | 0.0               | 0.0                     |
| Tissue and Eyes Services Stock Movement                              | -0.5              | -0.8              | -0.8                | -0.8              | 0.0                     |
| Convalescent Plasma  | 0.0               | 0.0               | -80.0               | 0.0               | 0.0                     |
| Plasma for Medicines   | 0.0               | 0.0               | 0.0                 | -46.0             | -46.0                   |
| Blood Supply: Blood Donation   | -65.4             | -67.1             | -66.1               | -65.3             | 1.8                     |
| Blood Supply: Manufacturing, Testing & Issue                         | -66.3             | -65.2             | -63.2               | -71.8             | -6.7                    |
| Blood Supply: Logistics  | -20.4             | -19.8             | -20.5               | -19.7             | 0.1                     |
| Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells | -55.3             | -57.5             | -54.1               | -60.8             | -3.2                    |
| Clinical Services: Change Programme                                  | -0.9              | -2.5              | -1.5                | -3.7              | -1.2                    |
| OTDT - Organ Donation and Transplantation                            | -61.7             | -63.3             | -56.7               | -66.3             | -3.1                    |
| OTDT - Organ Donation and Transplantation Change Programme           | -10.5             | -15.7             | -16.2               | -15.3             | 0.4                     |
| OTDT - Tissue and Eye Services                                       | -11.0             | -11.7             | -10.9               | -12.0             | -0.3                    |
| Estates & Facilities   | -42.2             | -41.3             | -40.1               | -44.8             | -3.5                    |
| Donor Experience   | -16.8             | -18.2             | -18.8               | -20.5             | -2.3                    |
| Digital, Data and Technology Services                                | -28.2             | -36.7             | -35.3               | -40.4             | -3.7                    |
| Clinical Directorate   | -15.3             | -16.2             | -15.0               | -17.0             | -0.8                    |
| Research & Development   | -5.0              | -3.8              | -3.8                | -5.3              | -1.6                    |
| People   | -8.1              | -8.9              | -9.1                | -10.1             | -1.2                    |
| Quality  | -5.4              | -6.0              | -5.4                | -7.2              | -1.2                    |
| Finance  | -5.9              | -5.9              | -6.0                | -6.6              | -0.8                    |
| Strategy and Transformation  | -1.7              | -2.4              | -3.3                | -2.3              | 0.1                     |
| Business Transformation Services                                     | -2.1              | -1.8              | -1.9                | -0.6              | 1.2                     |
| Chief Executive and Board  | -0.9              | -0.8              | -0.6                | -0.8              | -0.0                    |
| Change Programme (Blood & Corporate)                                 | -6.9              | -17.6             | -16.1               | -17.0             | 0.6                     |
| Miscellaneous and Capital Charges                                    | -3.7              | -4.6              | -28.3               | -15.6             | -11.0                   |
| <b>Total Expenditure</b>   | <b>-435.0</b>     | <b>-467.6</b>     | <b>-554.9</b>       | <b>-550.1</b>     | <b>-82.5</b>            |

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# Blood and Transplant

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