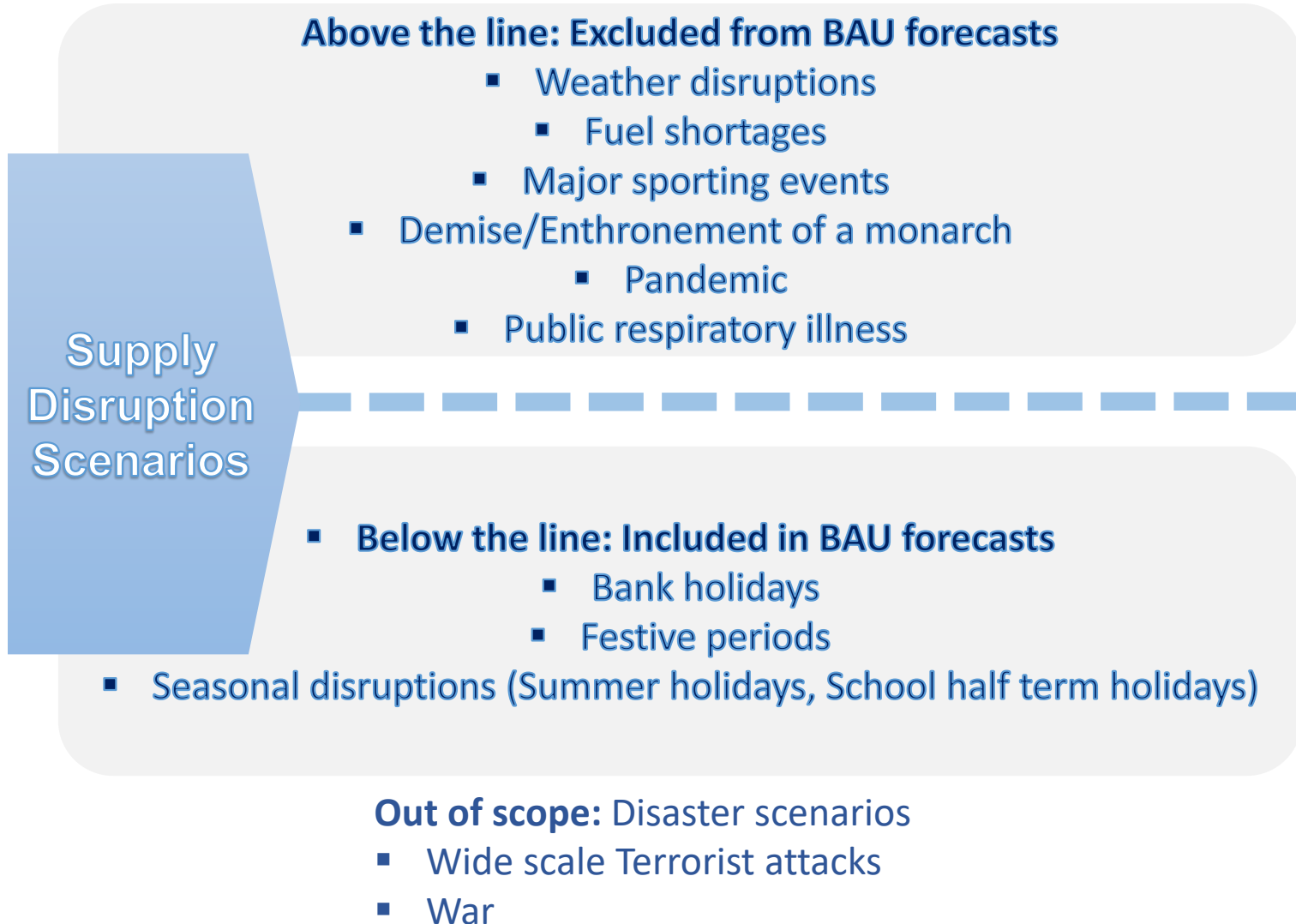


Supply Chain Resilience Levers

28th February 2022

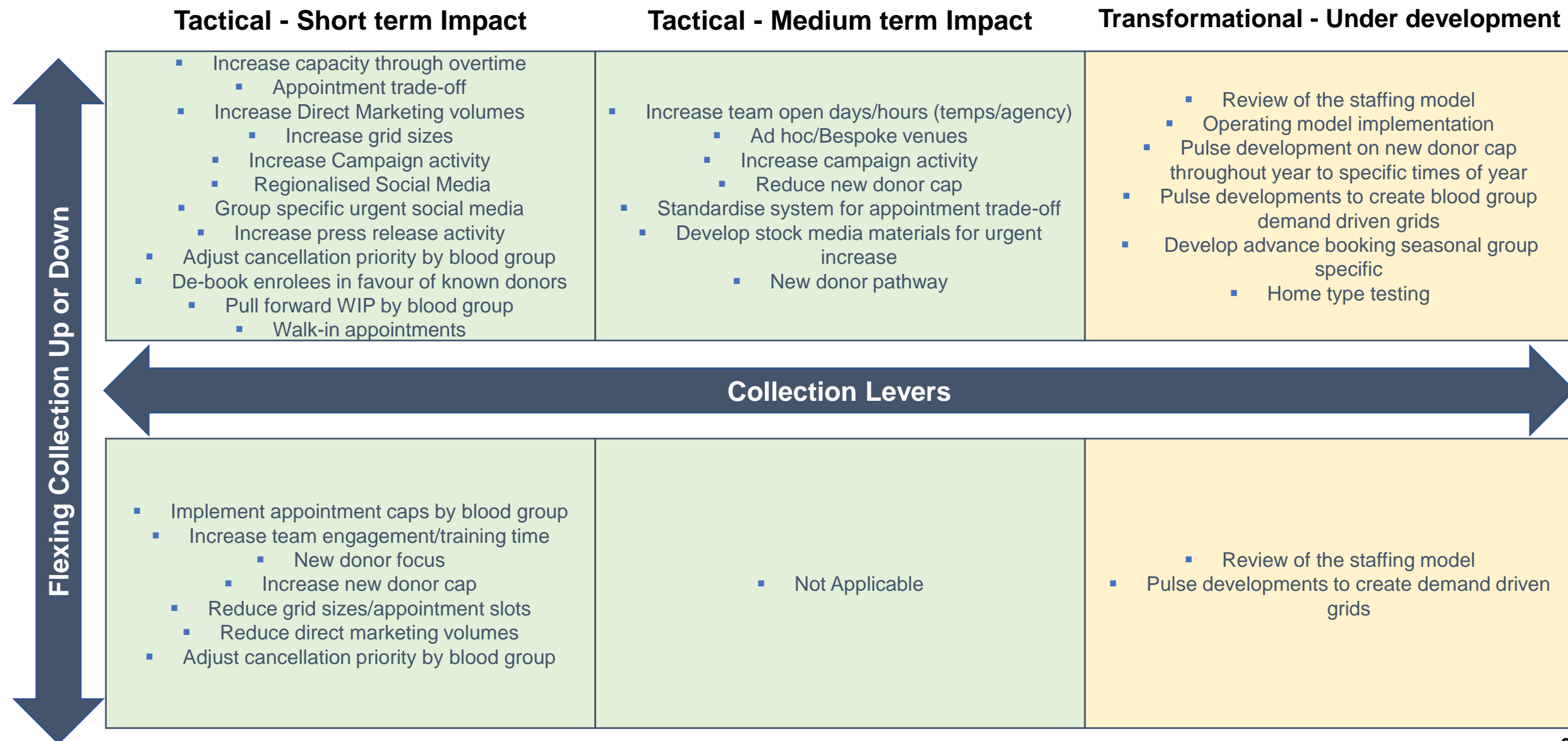
Caring Expert Quality

- This document outlines NHSBT's supply resilience plans to mitigate against future supply risks.
- It is developed out of the lessons learnt from the last two critical incidents.
- It provides a roadmap for early detection of potential supply disruptions and subsequent actions to avoid stocks decline below alert level (National stock trigger point).



List of Supply Levers

These levers have been segmented based on how they can be applied and the expected impact.



Providing Context - Blood Supply Levers

Activation of each lever will be determined by its pros and cons and require appropriate approval.

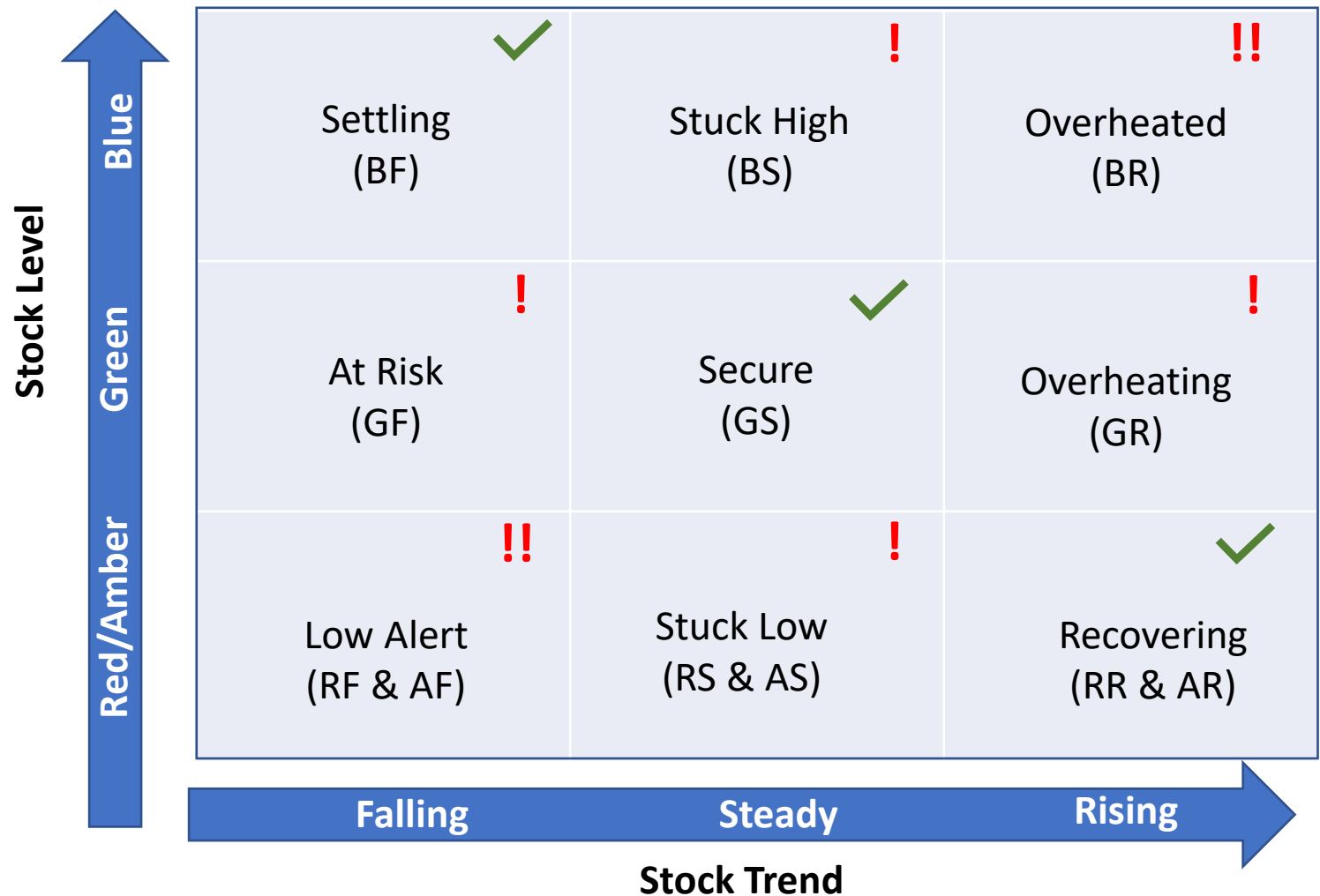
#	Blood Supply Activity	Trigger	Owner	Pros	Cons	Approval Level
1	Flex capacity through overtime	Under collection	BD Ops	<ul style="list-style-type: none"> Quick to implement 	<ul style="list-style-type: none"> High cost 	Within Budget: Supply Review Above Budget: BOLT
2	Appointment trade-offs	'Wrong' BGM	BD Ops	<ul style="list-style-type: none"> Quick to implement 	<ul style="list-style-type: none"> Impact on donor recruitment/retention/reactivation activities 	Supply Review
3	Appointment caps	'Wrong' BGM	Planning	<ul style="list-style-type: none"> Quick to implement 	<ul style="list-style-type: none"> Manually intensive activity 	Supply Review
4	Team engagement/training time	Under/Over collection	BD Ops	<ul style="list-style-type: none"> More time for team upskilling Use time for extra sessions 	<ul style="list-style-type: none"> Can only be used as a medium term lever to allow for adequate resource planning Adversely impacts team morale 	Supply Review
5	Team open days/hours (temps/agency)	Over collection	BD Ops	<ul style="list-style-type: none"> Organic increase of capacity, footprint expansion 	<ul style="list-style-type: none"> Time to implement due to staff training and recruitment 	Supply Review
6	Ad hoc/Bespoke venues	Under collection 'Wrong' BGM	Planning	<ul style="list-style-type: none"> Targeted collection 	<ul style="list-style-type: none"> Increased venue/collection cost 	Within Budget: Supply Review Above Budget: BOLT
7	Walk in appointments	'Wrong' BGM	BD Ops	<ul style="list-style-type: none"> Quick to implement 	<ul style="list-style-type: none"> Could lead to sessions over running 	Supply Review
8	Pull forward WIP by blood group	'Wrong' BGM	Planning	<ul style="list-style-type: none"> Quick to implement 		Supply Review

Providing Context - Donor Experience Levers

#	DX Activity	Trigger	Owner	Pros	Cons	Approval Level
1	Flex donor cap	Under/over collection 'Wrong' BGM	DX Planning	<ul style="list-style-type: none"> Regular donors have higher conversion and known blood groups 	<ul style="list-style-type: none"> Adversely impacts recruitment Impact on plans to build donor base, donor frequency and ongoing patient supply 	Supply Review
2	Direct Marketing volumes Outbound calls and invitations, Letters, Emails	Under collection 'Wrong' BGM	DX Marketing	<ul style="list-style-type: none"> Quick to implement Effective in driving targeted group collection 	<ul style="list-style-type: none"> Cost implications and may require volunteers at NCC for overtime. 	Within Budget: Supply Review Above Budget: BOLT
3	Grid sizes/appointment slots	Under/over collection 'Wrong' BGM	DX Planning	<ul style="list-style-type: none"> Quick to implement 	<ul style="list-style-type: none"> Negative perception versus a right-sized grid 	Supply Review
4	Campaign activities Regionalised social media Group specific urgent Social media	Under collection 'Wrong' BGM Insufficient supply from targeted groups	DX Marketing	<ul style="list-style-type: none"> Boost to new donor numbers Effective in driving targeted group and overall collection 	<ul style="list-style-type: none"> Long lead time Ad hoc campaign activities could impact budget 	Within Budget: Supply Review Above Budget: BOLT
5	Press Release activity	Under collection 'Wrong' BGM Insufficient supply of targeted groups	Comms	<ul style="list-style-type: none"> Proactive messaging to media outlets to control the narrative 	<ul style="list-style-type: none"> Possible adverse impact on NHSBT reputation Media saturation could lead to less coverage 	Within Budget: Supply Review Above the line: BOLT
6	Cancellation priorities	'Wrong' BGM	DX Planning	<ul style="list-style-type: none"> Quick to implement 	<ul style="list-style-type: none"> Adversely impacts recruitment/retention/reactivation 	Supply Review
7	De-book enrolees in favour of existing donors	Under/over collection 'Wrong' BGM	DX Planning	<ul style="list-style-type: none"> Quick to implement 	<ul style="list-style-type: none"> Adversely impacts recruitment/retention/reactivation 	Supply Review
8	New donor pathway	Under collection 'wrong' BGM	DX Marketing	<ul style="list-style-type: none"> Reduces new donor conversion time 		Within Budget: Supply Review Above the line: BOLT

How do we detect potential supply failures?

Trigger points based on projected stock trends have been identified which serve as an indication of a potential supply failure.



- ✓ **Maintain**
- ! **Activate appropriate levers**
- !! **Intensify appropriate levers**

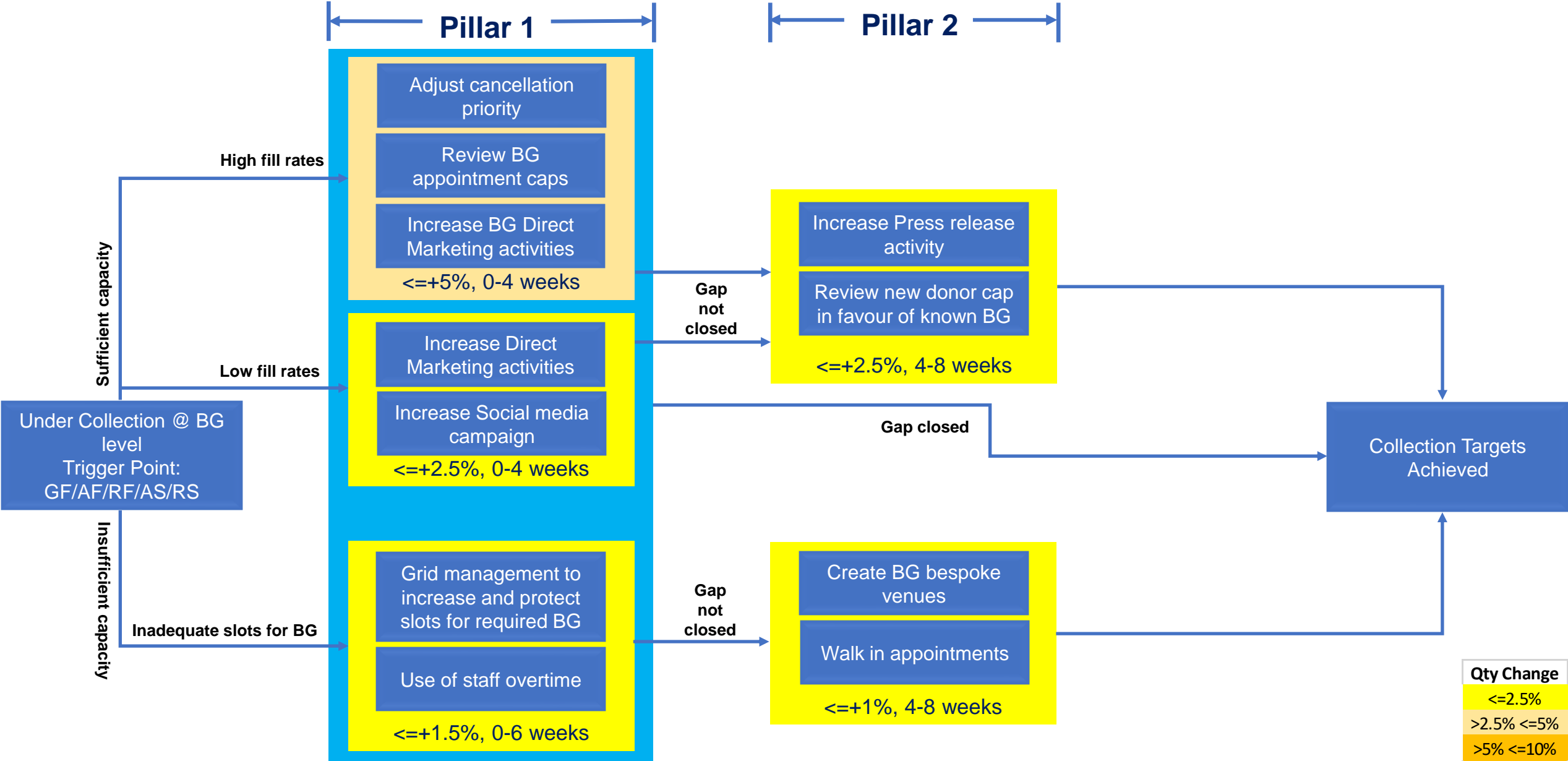
Key	Description
RF	Red Falling
AF	Amber Falling
RS	Red Steady
AS	Amber Steady
RR	Red Rising
AR	Amber Rising
GF	Green Falling
GS	Green Steady
GR	Green Rising
BF	Blue Falling
BS	Blue Steady
BR	Blue Rising

Potential Failure: Under-collection at Blood Group level

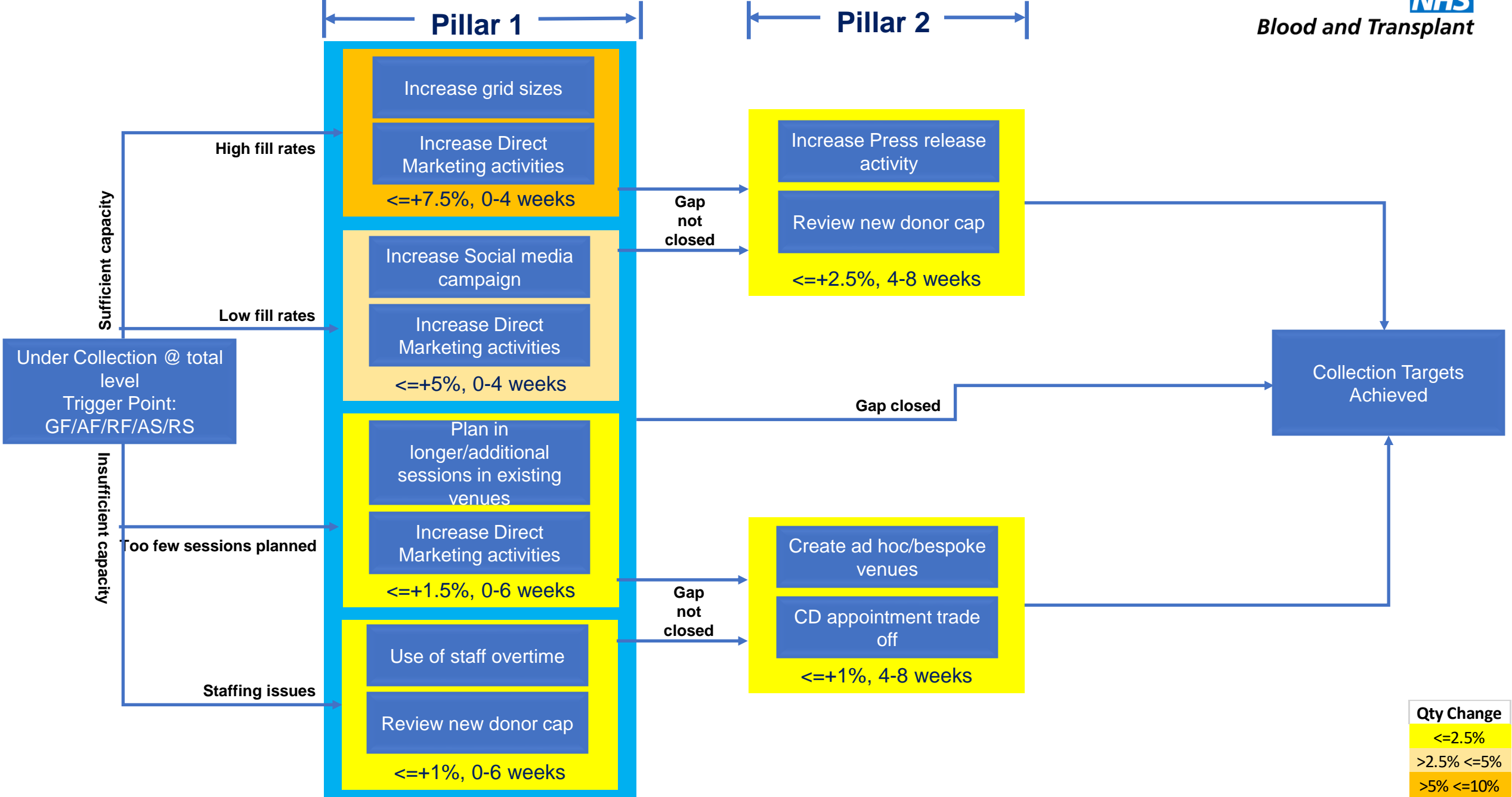


Blood and Transplant

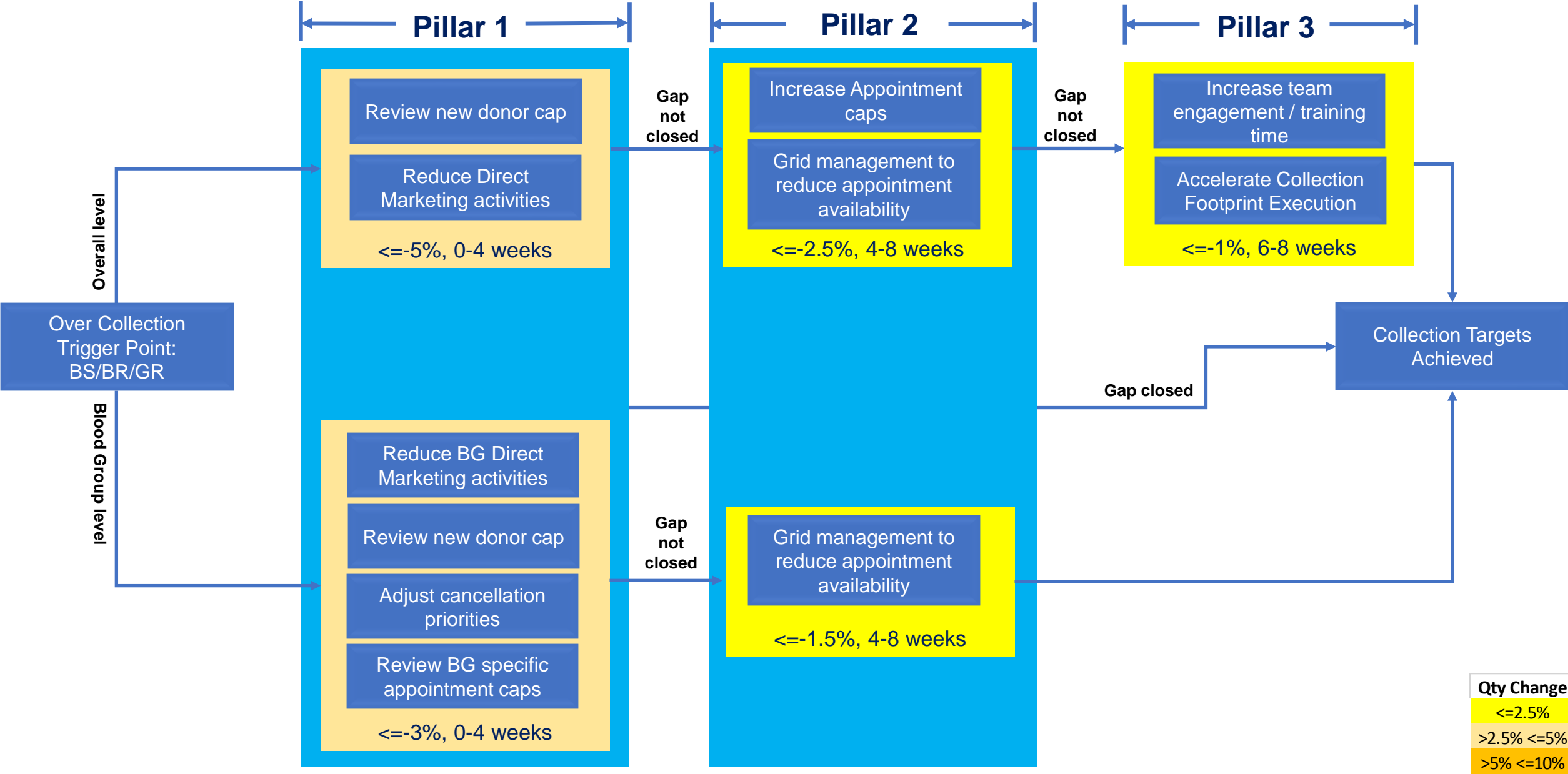
This answers the questions - What? In what order? For how long? Expected impact?



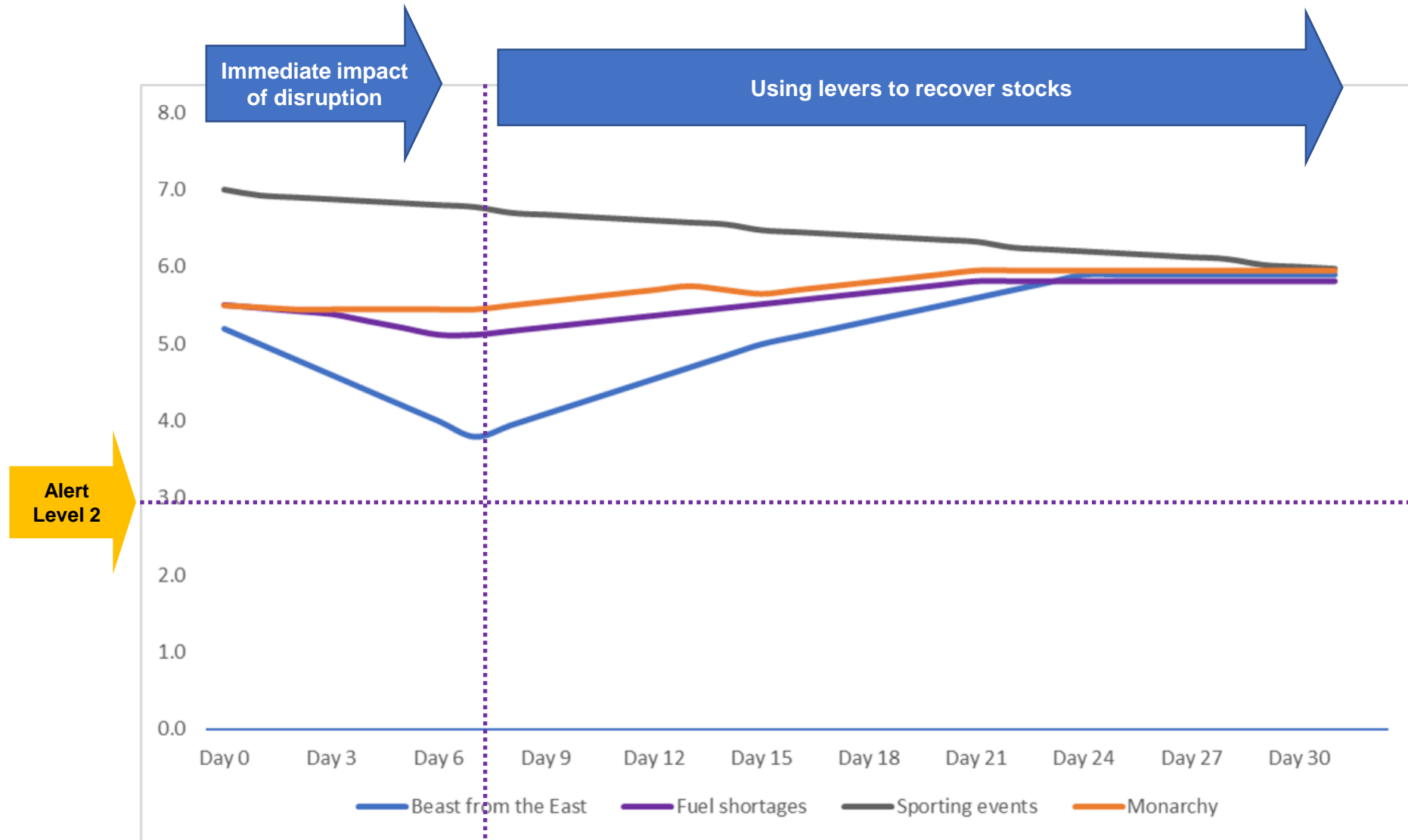
Potential Failure: Under-collection at Total level



Potential Failure: Over-collection at Total & BG level



How sufficient are the Levers at Total level?



Scenario assumptions:

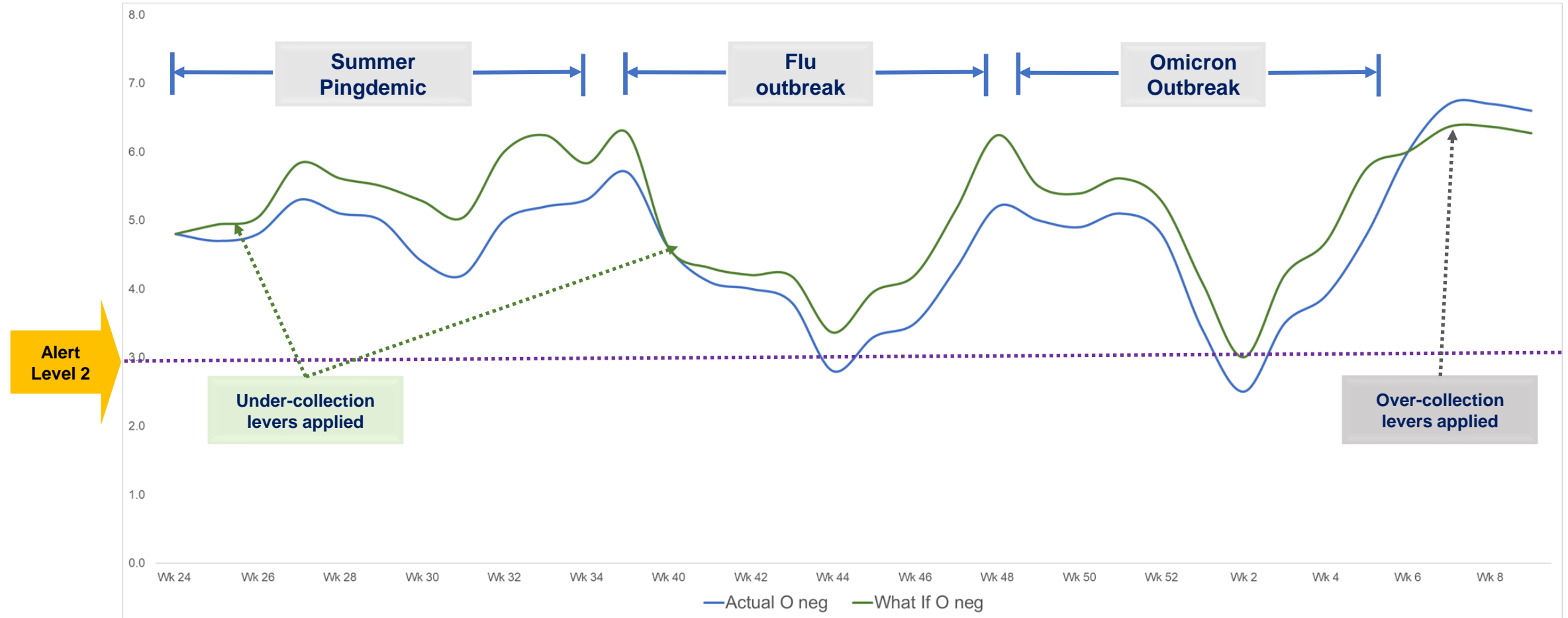
Beast from the East: Supply levers (+10%) applied from week 2 for 3 weeks

Fuel Shortage / Monarchy: Supply levers (+5%) applied from week 2 for 2 weeks

Sporting Events: No levers applied due to high stocks prior disruption (7 DOS)

How sufficient are the Levers at BG level?

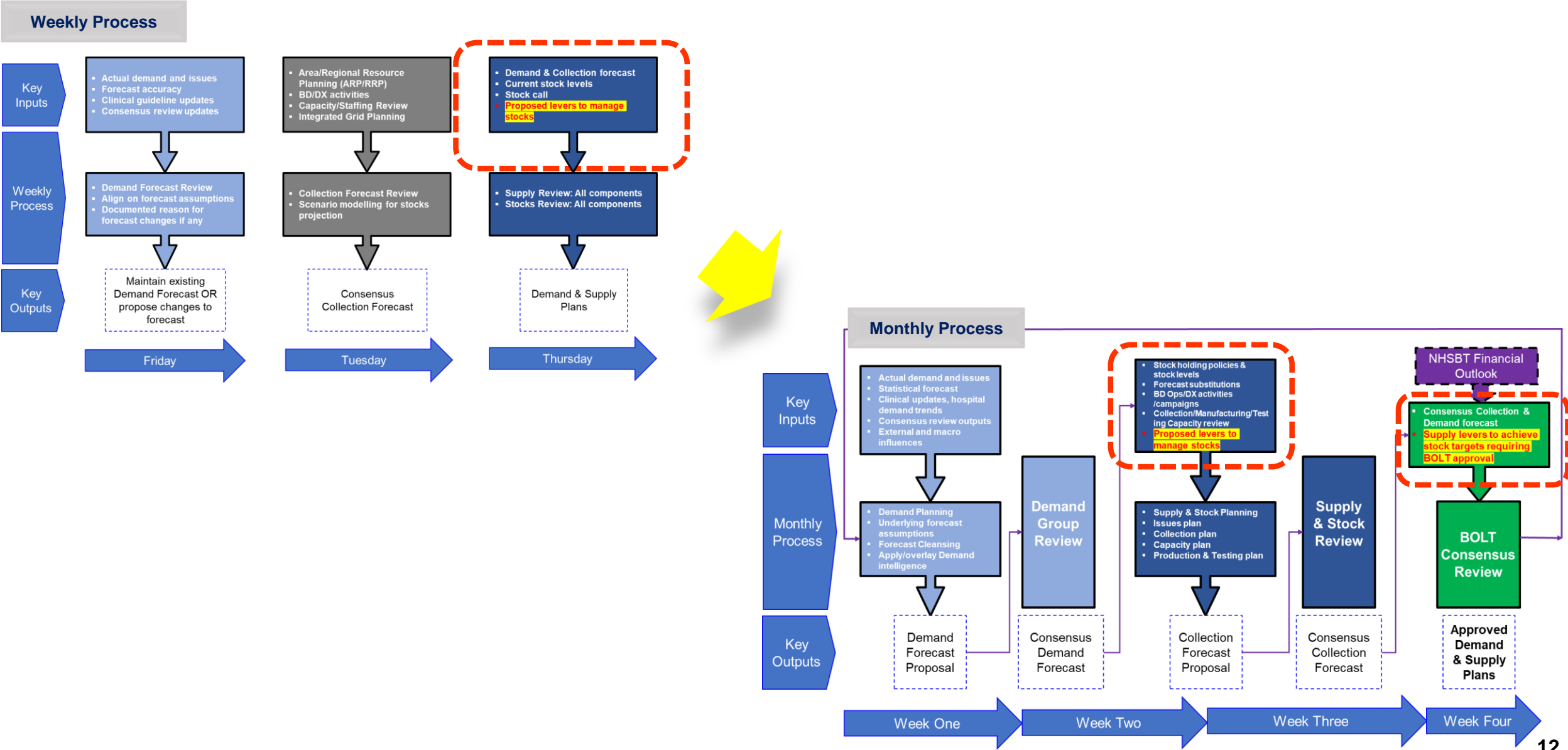
The graph below compares stock profiles when levers are activated timely.



Learning: Early detection and activation of the levers is key to avoid stock decline.

Where does this sit in our ISP process?

Levers will be assessed against stock levels and proposals fed into supply review meetings.



- Tactical levers:
 - Formal ratification in BOLT
 - Monitor implementation as part of ISR process to assess efficiency and build further resilience
(Continuous Improvement)
- Strategic levers:
 - Finalise detailed plan
 - Monitor development & deployment as part of monthly ISR process