

1	Date / title of meeting	28 May 2015 / Board
2	Title of paper	ODT National Hub & Associated IT – Outline Business Case for Year 1
3	Status	<i>Public</i>
4	Tweet (max 140 characters)	Investment in a heart pathway prototype addresses current safety concerns, builds the foundations of an ODT Hub and establishes a clear precedent for further transitions away from NTxD
5	Executive Summary	<p>This Year 1 business case has been developed to agree the essential investment required for enabling technology and pathway process redesign, in order to improve the co-ordination of ODT resources and replace NTxD.</p> <p>A new operating model in the form of an ODT National Hub and a robust infrastructure are proposed. They will also reduce the risk of serious untoward incidents.</p> <p>This paper proposes that the first Transition to the new operating model should be through 3 prototypes on the heart pathway. Further transitions would later be required through the other clinical pathways to achieve the vision for 2020.</p> <p>Within Transition One, there are three proposed <i>Transition State</i> prototypes to be delivered for the Heart Pathway. These Transition States and the business benefits are summarised below:</p> <p>Transition State 1.1: creates a digital waiting list;</p> <p>Transition State 1.2: facilitates Donor referral and Triage through digital automation;</p> <p>Transition State 1.3: facilitates Organ Allocation through digital workflow and matching.</p> <p>Recommendation</p> <p>The Board is asked to approve the budget of £1,511,938, to enable the delivery of the 3 Heart Pathway Prototypes in 2015/16.</p>
6	Action requested	The Board are asked to approve the Year 1 Outline Business Case, to enable the delivery of the 3 Heart Pathway Prototypes in 2015/16.

7	Background and customer promise	<p>Atos Consulting were engaged in late November 2014 to assist with the production of this business case.</p> <p>Building on an already stated vision, we have worked together to:</p> <ul style="list-style-type: none"> • Validate the vision for the ODT Hub concept ; • Assessed options for implementation; • Developed a financial model, including costs; • Undertaken a technology assessment; • Completed an outline programme plan. <p>This work gives us confidence in a future customer offer – the Hub and Transition One – that will bring about benefits to ODT, NHSBT and our partners in the wider NHS.</p>
8	Why is this important?	<p>Examples of reasons to act include:</p> <ul style="list-style-type: none"> • Non-proceeding organ donors, where organ donation process costs are incurred but no organ donation occurs; • Untoward Incidents (SUIs) and an increasing risk of additional SUIs due to current working practices – the most significant set of risks recorded on our risk register; • Major gaps in organ offering enabling technologies; meaning – for example – that a Duty Officer can make up to 90 decisions in one night for a single donor and re-transcribe test results.
9	Who else has been involved so far?	<p>Working with Atos Consulting, we have validated the future operating model, risks, benefits, costs, solutions and an implementation plan with:</p> <ul style="list-style-type: none"> • Internal clinical and non-clinical staff; • Partners in other NHSBT services; • Clinical representatives of the organ donation, retrieval and transplant communities; • UK Health Departments.
10	Costs and benefits	<p>Costs</p> <p>The incremental costs of the prototype for the heart pathway are estimated to be £1,511,938 (plus internal effort costs equivalent to 486 days or £189,750). Given that detailed prototype design work has not been undertaken, this cost should be considered indicative; with a recommended contingency of £390,338 (25-50%, as required).</p> <p>An Agile approach to delivery and investment is proposed. This will enable the delivery and benefits of each individual Transition</p>

		<p>State to be managed independently to deliver standalone value to the business.</p> <p>Benefits</p> <ul style="list-style-type: none"> • Delivering Transition One – the Heart Pathway Prototype – addresses current safety concerns, unlocks efficiencies in the organ donation process, and establishes a clear precedent for further transitions; • Successful delivery will demonstrate that NHS BT can migrate away from NTxD safely; • The Agile and outcomes-focussed approach ensures that front-end activity can prove the viability of any subsequent investment; • Each of the three transitions proposed in Year 1 deliver service benefits in their own right and do not lock NHSBT into further investment commitments; • Successful delivery demonstrates that NHS BT can deliver successful IT Transformation projects.
11	Significant next Actions	A full Outline Business Case, which sets out the vision for the complete ODT Hub programme to 2020, will be presented to the Board in July 2015 as part of a seminar. This will set out the vision for the whole programme, but will indicate that we will ask for funding in incremental steps – of which this business case is the first step.
12	How does this impact on Equality and Diversity?	The final business case will make a full assessment of any Equality and Diversity impacts.
13	What is the impact on sustainability?	The final business case will make a full assessment of any sustainability impacts. This is likely to be positive, as reductions to travel and some activity are enabled by the Hub.
14	Employee impact?	The final business case will make a full assessment of employee impacts. There is likely to be a moderate impact on staff within Organ Donation & Transplantation within Year 1.
15	Donor impact?	The final business case will make a full assessment of donor and recipient impacts. There is likely to be a positive impact for donors' families and for recipients.

16	Taxpayer impact?	The final business case will make a full assessment of taxpayer impacts. These are likely to be favourable, over the whole implementation period of the full business case.
17	Author	Ben Hume, Interim Assistant Director – Transplantation Support Services
18	Responsible Director	Sally Johnson, Director Organ Donation and Transplantation
19	NED input	<i>Reviewers: Jeremy Monroe and Roy Griffins</i> <i>NED Briefing Sessions were held on 18th February, 20th February, 20th March and 27th March.</i>
20	Appendices	Presentation pack and Year 1 OBC.