



SCORE

END OF YEAR UPDATE

KAREN QUINN

As we reach the end of 2025, it's a pleasure to look back on the progress made with the SCORE programme. We've seen the approval of our outline business case, real progress in modelling the Planned Arrival Window and significant movement in parallel programmes which will complement SCORE or indeed make it possible namely; ARCS , DCD Hearts, ANRP.

I would like to thank you all for your continued support this year. There have been some truly positive contributions and I look forward to seeing this Programme move into full implementation in the coming year – thank you!



MODELLING & READINESS

Shadow Modelling – Sarah Beale:

The third round of modelling is nearing completion, focusing on how contemporaneous activity would function within the PAW operating model. This provides insight into NORS team arrivals at donor hospitals and organ arrivals at transplant centres, supporting the goal of daytime implantation.

A summary of the second round can be viewed [here](#). Recordings of each round summary will continue to be shared as they become available.

Donation – John Stirling:

SN workforce modelling continues through the winter to capture peak demand and weather impacts. By the Spring we will have six months of modelling data and intend to share this via the collaboratives.

Laboratory Services – Clare Denison:

During phase 3 of the shadow modelling exercise, collaboration with laboratories has focused on understanding the impact on centres requesting a wet cross-match. This phase will conclude at the end of December, after which feedback will be shared with all labs.

From January 2026, attention will shift to virtual cross-matching. These exercises aim to provide reassurance to laboratory colleagues regarding workload and capacity as the new processes evolve.

Transport – Mark Roberts:

Transport modelling is underway to ensure NORS mobilisation and organ transport resilience. Six months of data—including winter stress and reviewing SN and blood/samples transport—will be shared in spring.



PAW-SITIVE STEPS FORWARD

MODELLING & ENGAGEMENT OUTPUTS

Each stakeholder group is actively feeding back through 'readiness self-assessments' surveys, temperature checks, participation in the modelling activities and engagement across multiple forums e.g. Advisory groups, network meetings etc.

This ongoing input has been overwhelmingly positive, helping us identify broad themes or individual area's problems to solve. With more than 12 months remaining until implementation, the message is one of steady progress and growing confidence in readiness.

There will be more feedback surveys in the new year but if you wish to contribute any other feedback, please email SCORE@nhsbt.nhs.uk



HUB OPERATIONS

There have been some leadership changes in ODT Hub to reflect the need to support multiple transformation activities affecting this department.

Julie Whitney has been appointed to oversee all Hub related transformation work, specifically SCORE, ARCS and Digital Matching and Offering.

Jo Chalker will take over Julie's previous role of Head of Service Delivery - ODT Hub which sees her assume responsibility for day-to-day operational leadership in the Hub and will work to support operational changes with Julie from all the transformation programmes.

Until Jo's replacement has been appointed, a formal handover will not take place until mid-late January '26 (at the earliest). More communications will follow when handovers are complete.

NORS

Commissioning – Emma Billingham

Each NORS team will have received a letter before Christmas informing them of the revised contract value calculated for NORS availability under the new ways of working brought in by SCORE. We have been engaging widely throughout this process. Your NORS clinical lead will have received this letter so please contact them for details in the first instance. If you have any other questions please contact

Emma.Billingham@nhsbt.nhs.uk

Local NORS Collaborative Forums - Cecelia McIntyre

At the recent NHSBT NORS clinical review meetings, all 16 teams confirmed a Local NORS Collaborative Forum (LNCF) is in place or being set up. Feedback is positive—forums provide space for focused discussion and sustainability planning.

The challenge is extra meetings for busy staff. Some centres now use existing monthly NORS meetings for LNCF twice a year, reducing workload and ensuring the right people attend.

Since September, centres have shared readiness for the Planned Arrival Window (PAW). Early signs are encouraging: teams welcome clearer working hours. Full-time teams expect minimal rota changes but note reduced on-call cover. Part-time teams highlight the need for more planning around handovers.

PARALLEL TRANSFORMATION UPDATES

DCD Heart stabilisation - Ben Cole

It's a pleasure to say that from early January 2026 we have added another DCD Heart retrieval team to the rota. Newcastle have been selected as the new team and over the course of a few months will relieve Papworth of a portion of the rota they cover. Having 4 teams to cover the rota provides much needed resilience to the service.

ANRP - Ben Cole

As you will remember from previous updates, NHSBT have been awarded substantive funding from 2025 to support the full roll out of ANRP and we are working towards commissioning this key retrieval service from April 2027. In the meantime, all 10 of the retrieval teams have been allocated funding to perform this activity. Since the announcement of this funding, we have been working with those NORS teams not yet providing ANRP to get them resourced and trained. We expect that by springtime, all NORS abdominal teams will be proficient and independent on the rota which is significant progress for the service and presents a promising opportunity for organ utilisation going forward.

ARCS - Laura Barton

In case you missed it - we held an ARC update webinar on 27 October with the latest information from the Programme. Ben Hume led a discussion about what has happened since the last webinar in July, including our current plans around recruitment, and also looking ahead to the ARCs pilots - with the conversation supported by Derek Manas, and Andrew Fisher. If you would like to recap on this session the recording is available [here](#). Otherwise, the next ARCs webinar is being held on Tuesday 27 January 2026. Please get in touch with the ARCs Team at arcs@nhsbt.nhs.uk if you would like to sign up to this webinar series.





We recognise that introducing SCORE can feel like trying to change a bicycle tyre while still riding it—there are so many moving parts and a lot to balance along the way. The progress achieved this year lays a strong foundation for the next phase of SCORE and the continued improvement of organ donation and transplantation services.

Thank you all for your incredible support and collaboration throughout the year. Wishing you and your loved ones a safe, joyful Christmas and a happy New Year—looking forward to achieving even more together in the year ahead!

RESOURCES

SCORE webpage - <https://odt.nhs.uk/retrieval/sustainability-and-certainty-in-organ-retrieval-score/>

SCORE FAQs - <https://nhsbt.dbe.blob.core.windows.net/umbraco-assets-corp/36509/sustainability-and-certainty-in-organ-retrieval-score-faqs.pdf>

Shadow Modelling Summary video (2nd round): : <https://youtu.be/KL7U-wztuGU>

ARCS webinar (27 October) - : https://youtu.be/TAirAi8wF_c

Transplant centre readiness assessment (if not already complete) - <https://forms.office.com/e/PBuVbjQPzn>