

NHS BLOOD AND TRANSPLANT

30 March 2017

UPDATE ON THE IMPLEMENTATION OF THE RECOMMENDATIONS OF THE TRIENNIAL REVIEW REPORT

	Owner	NHSBT Lead	Actions	Timing	NHSBT Comment
STAGE 1					
Recommendation 1 <i>The review team recommends that the range of functions currently undertaken by NHSBT should continue.</i>	N/A	N/A	N/A	N/A	N/A
Recommendation 2 <i>The review team recommends that DH takes advantage of the opportunity presented by the end of the five year strategy for stem cell transplantation to engage with NHSBT and Anthony Nolan and agree a way forward that addresses any infrastructure duplication and plays to the respective strengths of NHSBT and Anthony Nolan in supporting DH objectives and priorities.</i>	DH <i>(Genomics Science and Emerging Therapies Team)</i>	HW	DH has been steering NHSBT in this direction for some time and it is now firmly on their business planning radar. The next year is likely to present opportunities to streamline the collection of cord blood. The current programme of collection is planned shift from a period of rapid expansion to a slower maintenance/slow build phase. DH analysts will	End 2016/17	The strategy for Stem Cell Donation and Transplantation (SCDT) was formally reviewed by the NHSBT Board in September 2016. The strategy will be further reviewed and modified to incorporate any subsequent actions emerging from DH by end 2016/17. NHSBT have held some preliminary discussions with AN around the elimination of duplicated activities but no firm conclusions have been

			review the assumptions used to define a target size of 30,000 banked units of cord blood during 2017/18. .		reached at this stage.
Recommendation 3 <i>The review team recommends that NHSBT remains a Special Health Authority in England and Wales.</i>	N/A	N/A	N/A	N/A	N/A
Recommendation 4 <i>The review team recommends that NHSBT should adopt a stretch target for DTS.</i>	NHSBT	IT	Complete		Included in the 2017 – 2022 business plan.
Recommendation 5 <i>The review team recommends that NHSBT, working with DH and NHS England, and the Devolved Governments, undertake a specific project to develop a proposal on the future of ODT funding in England.</i>	NHS England, DH, and NHSBT	SJ	Discussions are continuing between NHSE, DH and NHSBT	Summer 2017 <i>(and allow inclusion in the NHS England Mandate 2018/19 if required)</i>	This is supported by the Sustainable Funding Group, chaired by Elizabeth Buggins and included NHS England, the four UK Health Departments and NHSBT. A proposal from DH has been discussed by the Sustainable Funding Group before being referred to Ministers. A response is hoped for post election.
STAGE 2 – GOVERNANCE AND RELATIONSHIPS					
Recommendation 6 <i>The review team believes that NHSBT (for executive appointments) and DH Ministers (for non-executive appointments) should seek to use any upcoming</i>	DH (Public Appointments Unit) and NHSBT	JP	Complete	Q3 2016/17	Built into the process for DH Public Appointments and NHSBT executive appointments.

<p><i>appointments to consider strengthening specific skills and areas of knowledge on the board. In particular: donation from Black, Asian and Minority ethnic communities and individuals and Regenerative Medicine.</i></p>					
<p>Recommendation 7 <i>The review team recommends that NHSBT and Welsh Government Officials review information flow to assure themselves that they are systematically sighted on all key areas of work and upcoming developments.</i></p>	<p>NHSBT, DH (Major Health Conditions Policy Team) and Welsh Government</p>	<p>IT</p>	<p>Complete</p>	<p>Immediate</p>	<p>The National Administrations Committee (a sub committee of the NHSBT Board) oversee that policy priorities and developments are appropriately aligned. We will keep under review as sponsorship arrangements with DH are reviewed. We will work with Welsh Government officials to develop an appropriate framework agreement.</p>
<p>Recommendation 8 <i>The review team recommends that NHSBT amends the board pages on the NHSBT website to indicate which executive directors are full members of the board and which are non-voting members.</i></p>	<p>NHSBT</p>	<p>IT</p>	<p>Complete</p>	<p>Immediate</p>	
<p>Recommendation 9 <i>The review team recommends that the National Administrations Committee of the NHSBT Board works with government officials from each of the four nations, as well as the respective national commissioners, to identify and advise the NHSBT Board on future policy divergences.</i></p>	<p>NHSBT, DH (Sponsor Team) and Devolved Administrations</p>	<p>JP</p>	<p>Complete</p>	<p>Immediate</p>	<p>Built into the Terms of Reference of the National Administrations Committee. Discussed at the NAC meeting on 29 March 2017 and agreed existing fora such as the Sustainable Funding Group for organ donation and transplantation should advise the NAC on potential policy</p>

					divergences when appropriate.
<p>Recommendation 10 <i>The review team recommends that the relationship and expectations of each service in terms of contingency planning should be formalised, to guarantee that blood provision across the whole of the UK will be maintained if there is a crisis in one of more of the four services.</i></p>	<p>NHSBT, DH (Sponsor Team) and Devolved Administrations</p>	IT	Complete	Q3 2016/17	Contingency planning is regularly reported at the UK Forum. Business Continuity leads from the four nations are regularly in contact.
<p>Recommendation 11 <i>The review team recommends that NHSBT continues to work to create greater and more consistent branding for its DTS products and services within the context of maintaining and developing the existing strong brand for blood and ODT.</i></p>	NHSBT	HW	Complete	Immediate	Branding for DTS services has been developed in line with corporate guidelines and is used consistently across the Directorate. Externally-facing websites have also been upgraded.
<p>Recommendation 12 <i>The review team recommends that the Department of Health coordinates arrangements to support CQC, MHRA, HTA and other health and care system regulators, plus UKAS, to provide an even more joined-up regulatory framework, including to identify ways to improve their current information sharing arrangements.</i></p>	<p>DH (Triennial Review Team)</p>	IT	<p>This will be covered through a thematic Tailored Review of DH ALB regulators.</p> <p>Information has been supplied to the CQC and DH as part of a proposed consultation to remove all of our activities, except TAS, from the scope of the CQC regulations.</p>	Q3 2017/18	A revised schedule of inspections has been agreed with MHRA and HTA for 2017/18. This has resulted in a reduction in the number of MHRA inspection days in 2017/18. The MHRA and HTA have signed a partnership agreement which promotes further collaboration and strengthens the commitment to working together for the benefit of patients, staff, and

					stakeholders and to enhance regulation.
STAGE 2 – STRATEGIC LEADERSHIP					
Recommendation 13 <i>The review team recommends that NHSBT should develop clear priorities for its role in the development of translation medicine, plus gene and cell diagnostics therapies in healthcare, and actively seek partnerships with relevant organisations to promote this work.</i>	NHSBT	HW	<p>NHSBT’s strategy for regenerative medicine was agreed by the Board in 2015. This included defining NHSBT’s core competencies, positioning and priorities in this market. NHSBT is actively working with relevant clinical, academic and commercial organisations to support cell therapy development, clinical trials and translational medicine. NHSBT has also been active in developing policy in this area and is a member of various cross-government groups.</p>	To be included in NHSBT objectives in 2017/18 business planning round	
STAGE 2 – EFFICIENCY					
Recommendation 14 <i>The review team recommends, that DH should consider NHSBT’s expertise in LEAN and HR as potential shared services for other ALBs.</i>	DH (Triennial Review Team)	RB	<p>This will be covered through a thematic review of shared services across ALBs.</p> <p>DH considered LEAN as part of the PHE tailored</p>	2018/19	

			review (review recommendations not yet published).		
Recommendation 15 <i>The review team recommends that NHSBT's blood collection modernisation strategy is accelerated, but is monitored through a phased plan with key decision points reflecting analysis of the impact on donor behaviours.</i>	NHSBT	MS	This will be initially considered in the review of performance vs the Blood 2020 strategy in November 2016 and captured in the updated 2017/22 five year business plan (issued March 2017).	Agreed programme of acceleration to be reached in Q4 2017/18.	
Recommendation 16 <i>The review team recommends that work to actively reduce blood use is included in the implementation of the Model Hospital proposed by Lord Carter's review of operational efficiency.</i>	Carter Review Team	IT	Information has been provided to the Carter team.	Dependent on the Carter Programme	Awaiting progress on whether the Model Hospital will be promoted as a concept NHSi.
Recommendation 17 <i>The review team recommends that NHSBT and DH undertakes further analysis to establish whether there is scope of drive behavioural change through alternative pricing structures for blood.</i>	NHSBT and DH (Public and International Health Directorate Analysis Team)	HW	Following consultation with the NHS the NCG pricing proposals for 2017/18 will not include differential pricing. Feedback from consultees was that differential pricing would be unlikely to change prescribing behaviour.	Complete	Demand / supply trends will continue to be monitored. Differential pricing is unlikely to be considered for inclusion in proposals for 2018/19 given that demand for O neg red cells and A neg platelets has recently been declining.

<p>Recommendation 18 <i>The review team recommends that The Productivity and Efficiency Programme supports NHSBT to access appropriate data from providers to build a more effective business case, with specific case studies, to understand the levels of efficiency that hospitals could achieve.</i></p>	<p>Carter Review Team</p>	<p>IT</p>	<p>Information has been provided to the Carter team.</p>	<p>Dependent on the Carter Programme</p>	<p>Awaiting progress on whether the Model Hospital will be promoted as a concept NHSi.</p>
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