

Board Performance Report Performance Report

For the period ended 30th April 2017

	Status	Trend	Comments
Blood Components	Amber	Amber	Red cell issues in April were 11.4% lower than last year (although 2% on a true like for like basis) and 4.1% lower than plan. As a result stocks rose to around 38k with all groups above alert level and O neg stocks above 5 days. Platelet issues in April were 2.6% lower than last year (in line with plan).
DTS	Green	Green	A positive income trend in TAS, RCI and SCDT continues but income in TES was behind plan. There were 7 cord blood unit issues versus 5 planned. Cornea stock was at 297 end April.
ODT	Red	Amber	There were 113 deceased donors in April (versus plan of 127). The number of transplants was also below plan (275 vs 343). Living Donors (reported one month in arrears) were 17.5% lower than plan for the full year 2016/17.
Corporate	Green	Green	Sickness absence reduced further to 3.2% an ongoing positive trend in H&S.
Finance	Green	Amber	A deficit of £0.6m was reported in April, £1.2m better than plan.
Change Programme	Amber	Amber	The overall transformation programme is reporting at Amber status. The only red project is the Desktop project where technical issues have been encountered that will require external resource to resolve. The Core Systems Modernisation and ODT Hub projects are both reporting at Amber status.

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DIVISION	PILLAR	BLODD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	72% of blood donors scoring => 9/10 for satisfaction.	G	-	Ahead of plan in April (78.5% vs 75%) - Chart 15.
		No. of complaints per million donation	G	-	Better than plan at 0.34% (vs 0.44%) - Chart 16
		Number of Donors Donating over the last 12 months (000's)	G	-	Below plan in April (848k vs 855) - Chart 23.
		Frequency of Donation (overall)	G	-	Lower than plan in April – 1.867 vs 1.880 (Chart 23).
		Number of O- neg Donors donating last 12 months (000's)	G	-	Worse than plan in April (104.8k vs 105.9k) - Chart 24.
		Frequency of Donation (O neg donors)	G	-	1.965 in April (vs 1.975 planned) - Chart 24.
		Recruitment of new black donors - 13k (new metric)	R		April below target – 285 versus 749 target.
		% of whole blood donations in donor centres	G	-	April 17 18.99% - equal with plan
		% of 9 bed sessions	G	-	Better than plan in April 17 at 69.2% (vs 65%)
		Blood Donation Productivity: units/FTE/year	G	-	April 17 at 1,340 vs plan of 1,348 – charts 27/28
	Supply-Chain Operations	Red Cell Blood Stocks – Alert Levels	G	-	Above3 day alert for all groups - (chart 13).
		Platelet Demand vs. Stock levels	A	-	Below target on one occasion: - chart 14.
		Number of 'critical' and "major" regulatory non-compliances	G	-	None reported in April (reported in month).
		96.5% of Products Issued on Time	G	-	Better than plan in April (97% vs 96.5%) - chart 29.
		Manufacturing Productivity (units/FTE/year)	G	-	April 1lower than plan (9.6k vs 9.7k) - Chart 25
		Testing Productivity (units/FTE/year)	G	-	April 2017 reporting 27.2k vs plan of 27.0k) - Chart 26.

	Customer Service and the Hospital Interface	Red Cell Usage (units per thousand of population – target 28	-		New measure to be reported quarterly – first report: June 2017.
		70 % hospitals scoring => 9/10 for satisfaction (chart 30).	-	-	March at 76% (better than target). Next survey June 2017.

- Red cell issues in April were 11.4% lower than last year. However, this was impacted by the transfer to the Welsh Blood Service during 2016/17 and the frequency of Bank Holidays such that the underlying like for like decline was more like 2%. This was 4.1% lower than plan and, with collections 0.9% higher than plan, stocks consequently rose to around 38k for much of the month. Within this all blood groups remained > 3 day alert level and O neg stocks were above 5 days.
- The demand forecast for red cells in 2017/18 has increased to 1.464m issues (versus 1.461m agreed with the NCG). The trend in average week day issues is indicating that the underlying demand position may be starting to flatten.
- Pressure on O neg supply remains. The proportion of O neg issue to the total rose to 13.4% in April (versus 13.1% for full year 2016/17). Demand continues to fall, however, and hence the pressure continues to reflect the substitution of Ro units with O neg units (as noted in the OTIF comment below).
- Platelet issues in April were in line with plan and 2.6% lower than last year. The forecast for 2017/18 is 250.7k, lower than agreed with the NCG (256k).
- The CD share of issued platelets was higher in April at 57.8% (March at 55.3%), although lower than the previous year (59.4%).
- AB platelet stocks were below alert level for two days on one occasion. Stocks of Group A- platelets were above the 1 day stock alert level on 17/18 working days during the month.
- OTIF in April continued to be strong, and in line with last month, at 97.0% (vs target of 96.5%). Meeting demand for Ro units continues to be the primary issue with an OTIF of 52% for these units in April. Performance was impacted by both a small fall in the active Ro donor base and lower collections in the month (which were only 71% of plan). New targets and plans are being developed for recruitment of the additional black donors that will be necessary to meet the demand for Ro units with £1m set aside in transformation funds to pay for this new activity. Recruitment of new black donors was behind plan in April.
- The red cell loss rate was sharply higher in April at 4.50% (and above plan of 3.60%). The level of underweight collections continues to be an issue but it was also impacted by an incorrect delivery of red cells to Newcastle rather than Manchester over the Bank Holiday. The underweight issue may have been impacted by recent guidance on needle insertion and restriction on the number of adjustments that can be made. The red cell expiry rate was also sharply higher in April at 1.44% (and above target of 1.25%) primarily reflecting over collection of certain blood groups versus demand.
- Platelets issued / produced was higher in April at 90.36%, although again behind plan. Platelet expiries were also higher in April at 7.14% and well above target of 6.17%.
- The number of faints in the month was higher at 160 but in line with target. The number of rebleeds was better than plan at 26 (vs target of 30).

- Donor satisfaction was higher this month at 78.5%. This is better than target of 75% and is the second highest return ever reported. Donor complaints (excluding those complaints related to consolidation / team closures and also those related to cancellation of sessions) were lower this month at 3.4k - better than plan of 4.4k.
- Sickness absence improved with blood donation at 4.45% and logistics at 5.5% (versus target of 5%).
- There were no major non-compliances reported during April. In early May, however, one major has been recorded following the MHRA inspection at Manchester. This was made up of around 7 items related to investigations of incidents, root cause analysis and corrective and preventive action records. Most were not significant in themselves, but collectively the inspector drew a conclusion that it ranked as a major overall.
- There were 5 SABRE incidents in the month with 2 relating to the supply of non-irradiated units when radiated units had been ordered. The units were not transfused but root cause investigations are underway.

Blood Supply – Status of Strategic Projects per TPB reporting:

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Planning and Control System	Delivery	G	A	1.0	0.9	0.1 ⁽ⁱ⁾	Jul 15	Jun 17
Supply Chain Modernisation (National Operations)	Delivery	G	G	6.5	6.5	1.3	Oct 17	Oct 17
Core Systems Modernisation	Define	A	A	11.4 ⁽ⁱⁱ⁾ (1.6)	7.6	1.5	Jan 20	Dec 19
Euro Blood Pack 2	Delivery	G	G	0.4	0.3	1.9	Aug 18	Jun 18
Leicester Donor Centre	Initiation	G	G	0.9 ⁽ⁱⁱⁱ⁾	0.9	0.1	May 18	Aug 18
Session of the Future	Start-Up	G	A	0.2	0.2	N/A	May 19	May 19
Bradford Donor Centre	Delivery	G	G	0.8	0.8	0.1	Sep 17	Sep 17
HEV Universal Screening	Delivery	G	G	0 ^(iv)	N/A	N/A	Jun 17	Jun 17
Platelet Supply Phase 2	Delivery	G	G	1.0	0.9	0.8	Nov 17	Nov 17

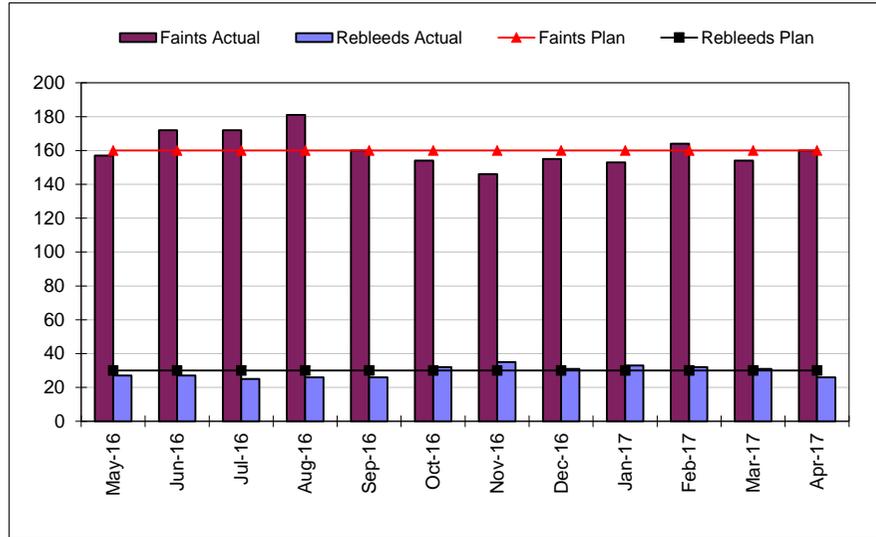
Note:

- Updated figure to be provided next month;
- This is the non recurring figure for 2017/18; recurrent figure is shown in brackets;
- New budget agreed at OBC by TPB in February 2017, with detailed costs to be submitted in the DBC (expected August 2017);
- No project budget stated, as contract related costs do not form part of project budget.

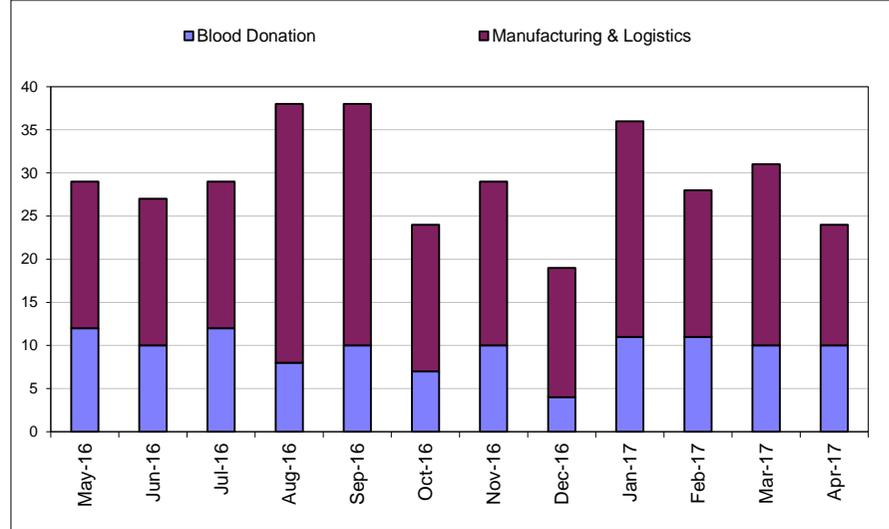
Monthly Performance Report - As at the end of April 2017

Blood Components - Safety and Compliance

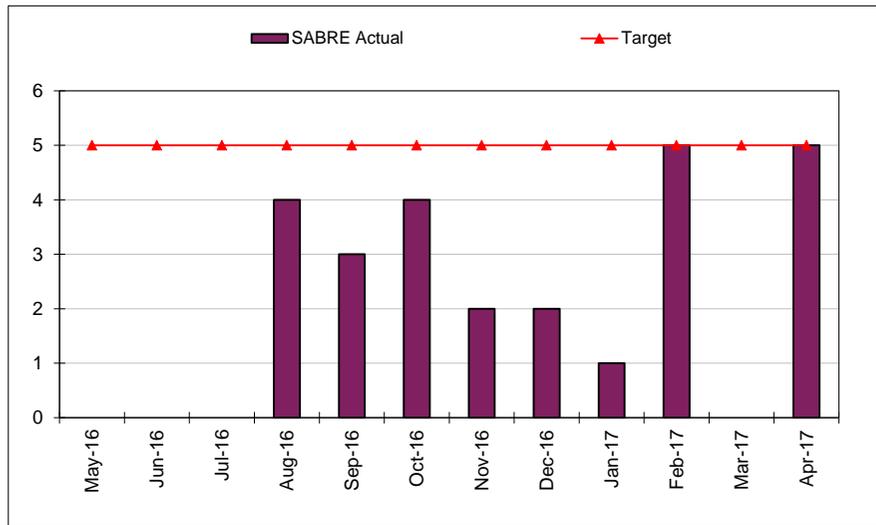
1. On-Session Adverse Events - Faints & Rebleeds per 10,000 Donors Bled



2. Major QIs raised per month - Blood Supply Directorate

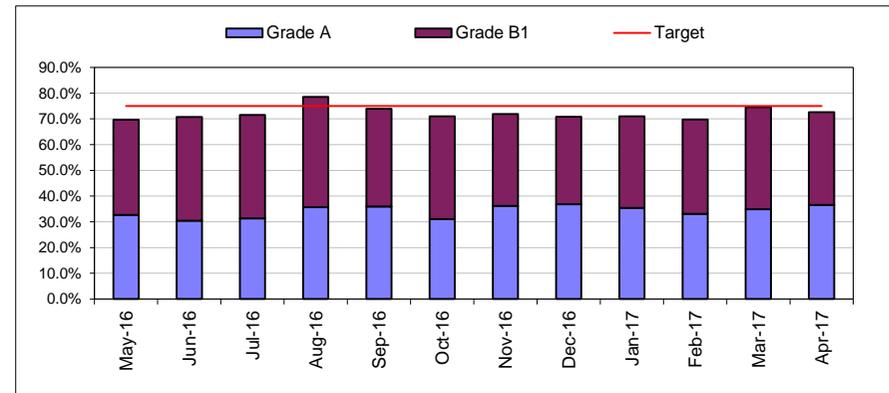


3. SABRE Events Reported per Month



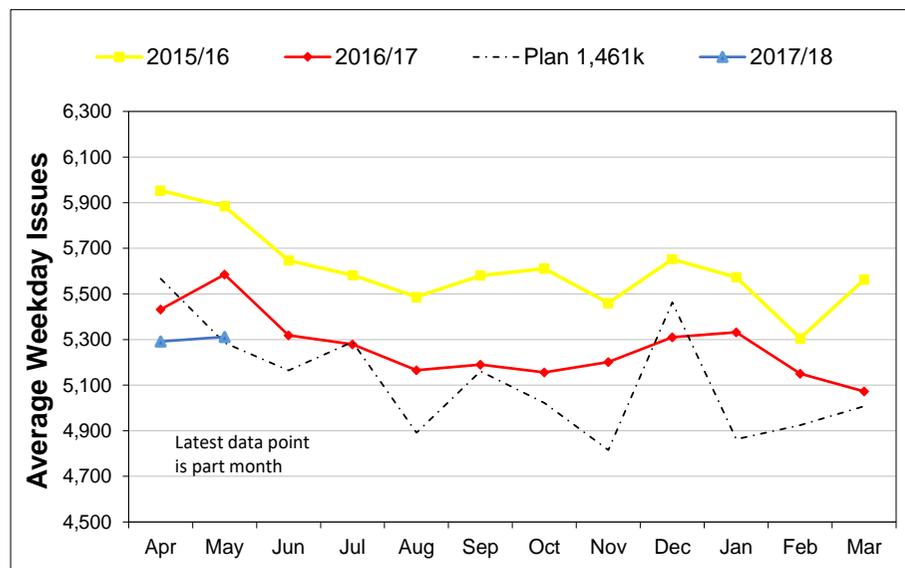
4. % of Patients Receiving Grade A or B1 HLA Matched Platelets

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	72.6%	A	-

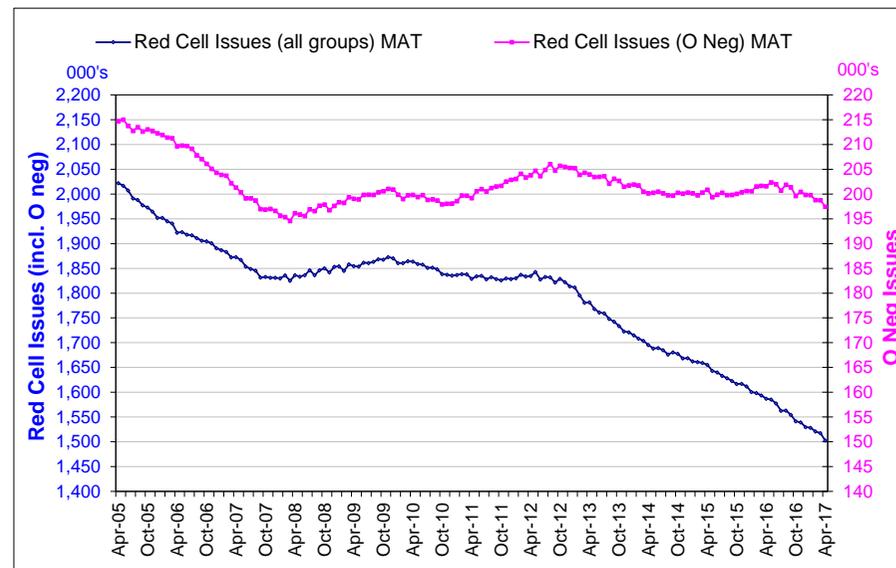


Blood Components - Red Cell Issues / Stocks

5. Average Weekday Red Cell Issues By Month ->April 2015



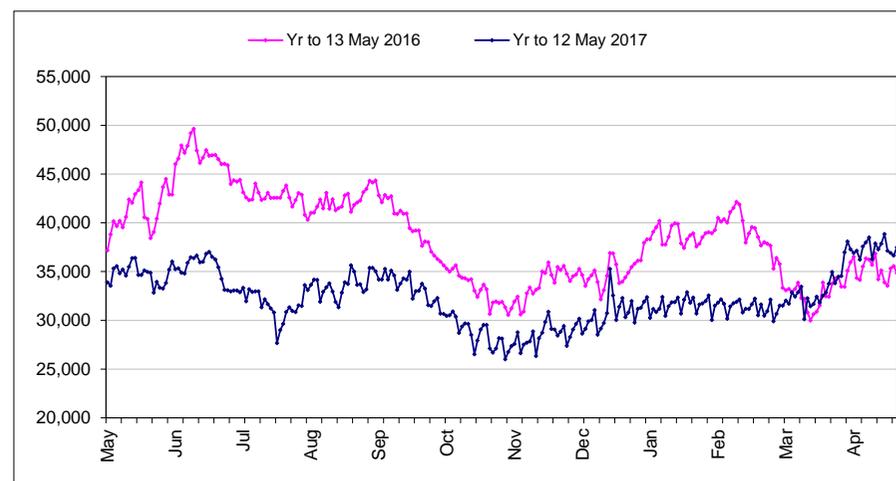
6. MAT Red Cells and O Neg Issues (Adult Equivalent Units) - 000's



7. Red Cell Supply - Year to Date by Blood Group

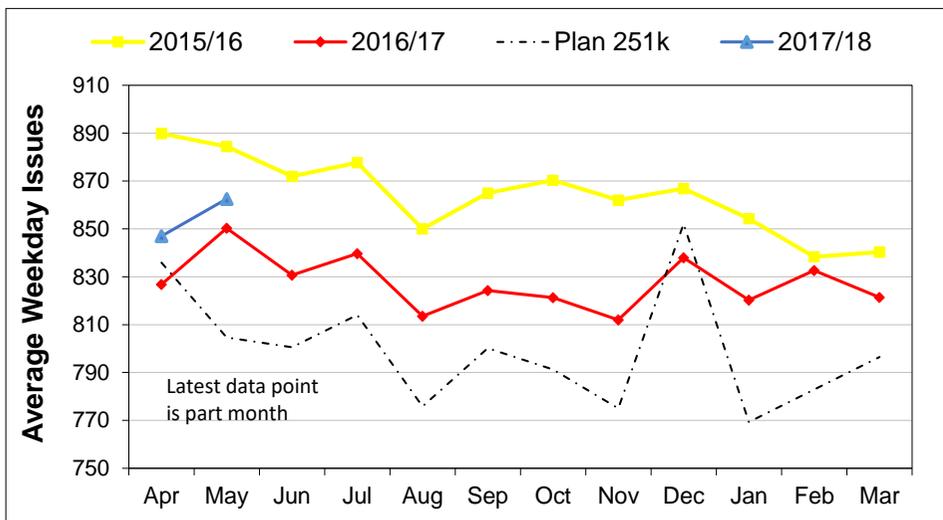
Blood Group	2017/18 - YTD April 2017	2016/17 - YTD April 2016	Change
A Neg	9,203	10,595	-13.1%
A Pos	33,702	38,699	-12.9%
AB Neg	939	961	-2.3%
AB Pos	2,576	2,652	-2.9%
B Neg	2,713	3,310	-18.1%
B Pos	8,743	10,269	-14.9%
O Neg	15,263	16,568	-7.9%
O Pos	40,777	45,582	-10.5%
Total	113,915	128,635	-11.4%

8. Red Cell - Blood Stocks (Units)

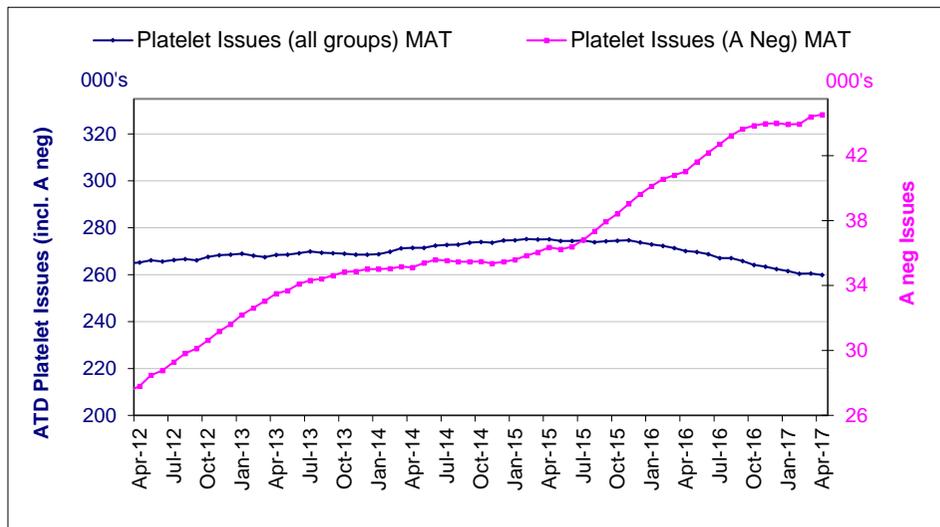


Blood Components - Platelet Issues

9. Average Weekday Platelet Issues By Month ->April 2014

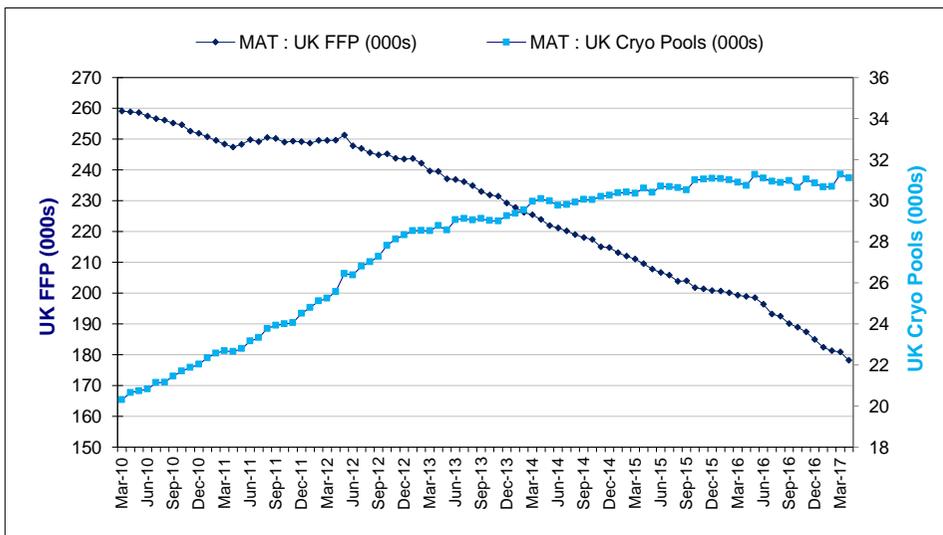


10. MAT Platelet and A Neg Issues (Adult Therapeutic Doses) - 000's

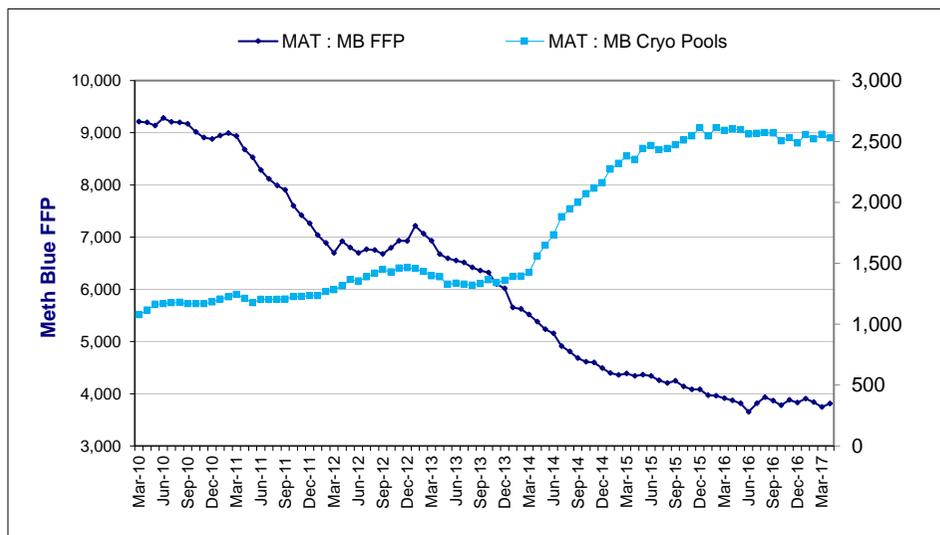


Blood Components - Blood Collection: Frozen Component Issues

11. MAT UK (Non MB) FFP and UK (Non MB) Cryo Pools - 000's



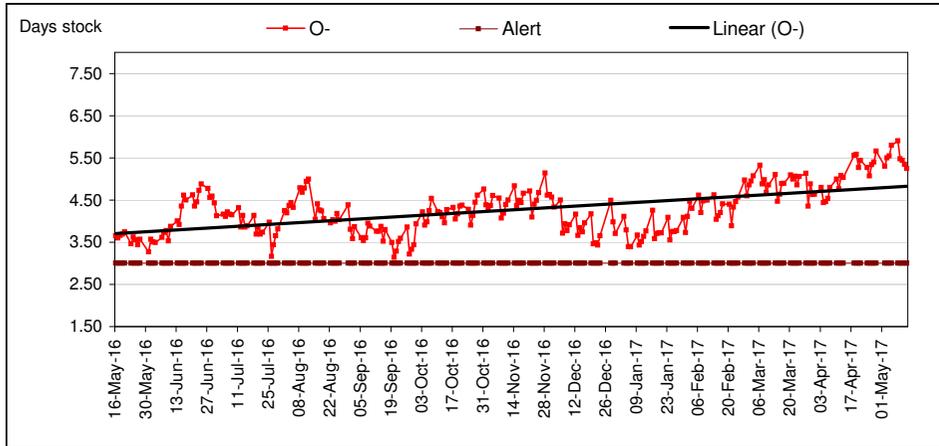
12. MAT Meth Blue FFP and Meth Blue Cryo Pools



Blood Components - Vulnerable Stocks

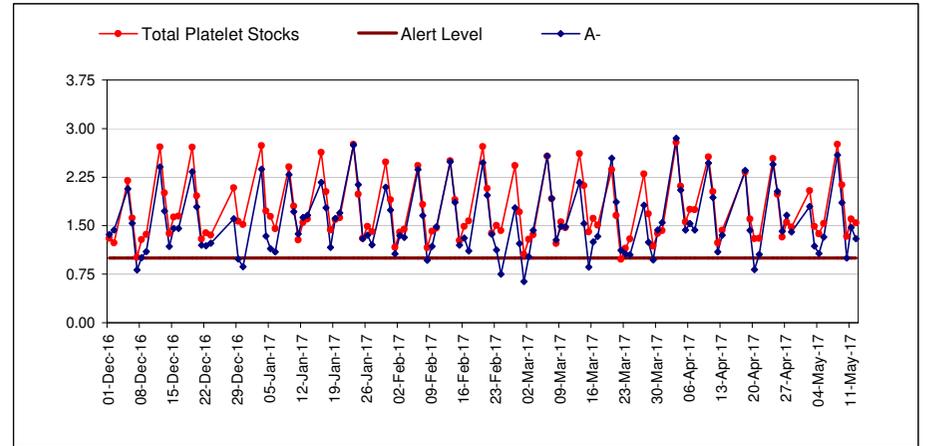
13. Red Cell - O neg : weekday stock levels

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where red cell stocks (for any blood group) are below the three day alert level for three or more consecutive days	0	0	0	G	-



14. Total Platelet / A neg stock levels

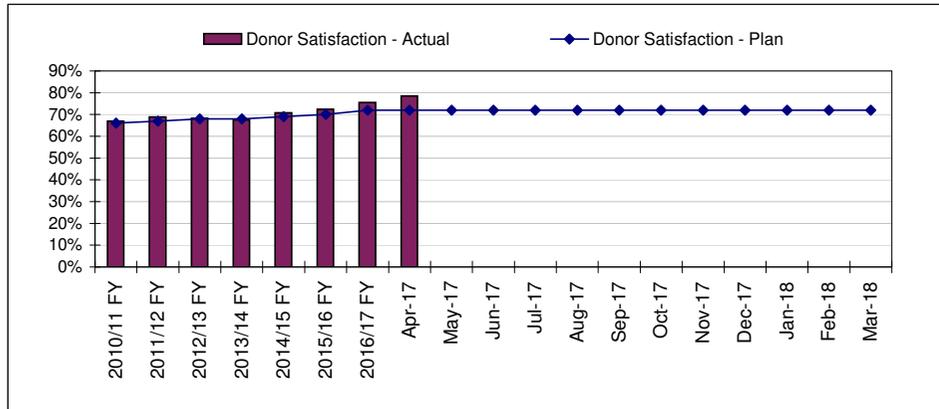
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days	0	0	1	A	-



Blood Components - Blood Donor Base

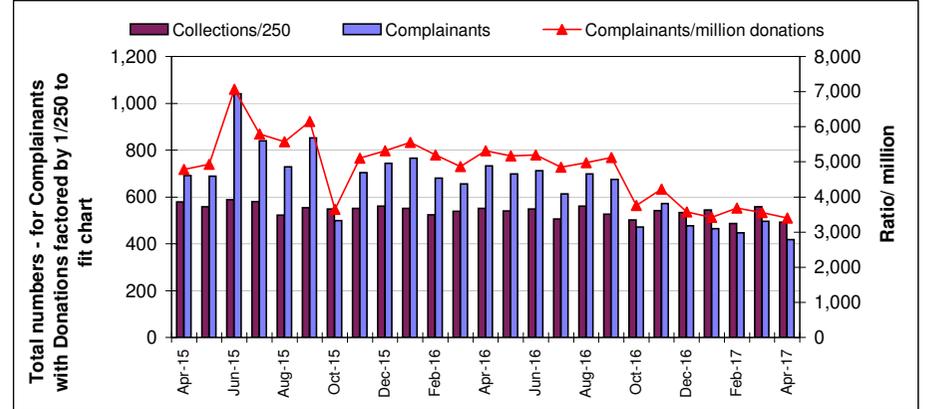
15. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	75.0%	75.0%	78.5%	G	-



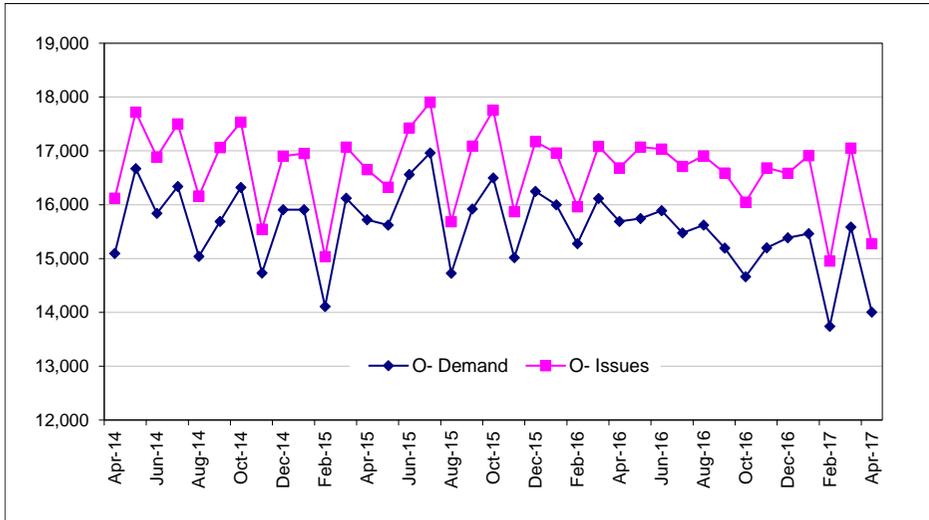
16. Donor Complaints

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations	4,400	4,400	3,400	G	-

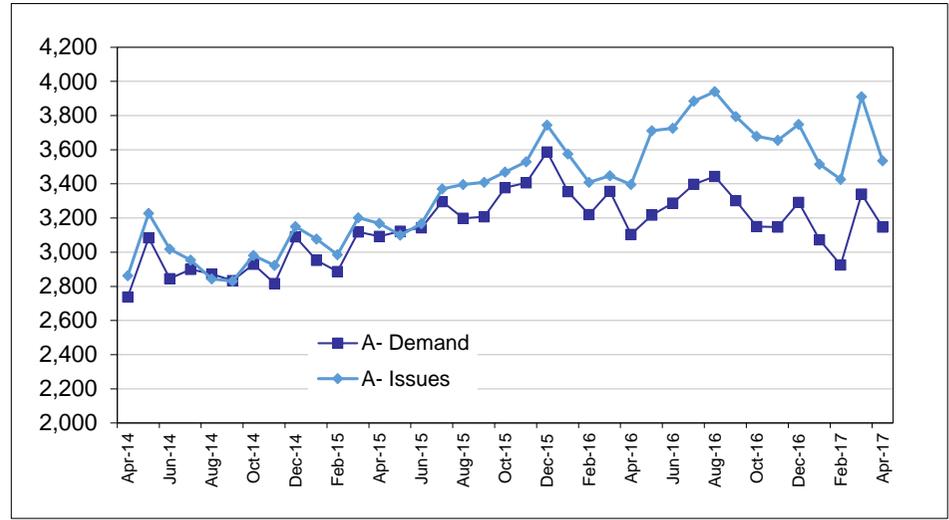


Blood Components - Red Cell Demand/Issues (O Neg) and Platelet Demand/Issues (A Neg)

17. O neg RC Demand and Issues

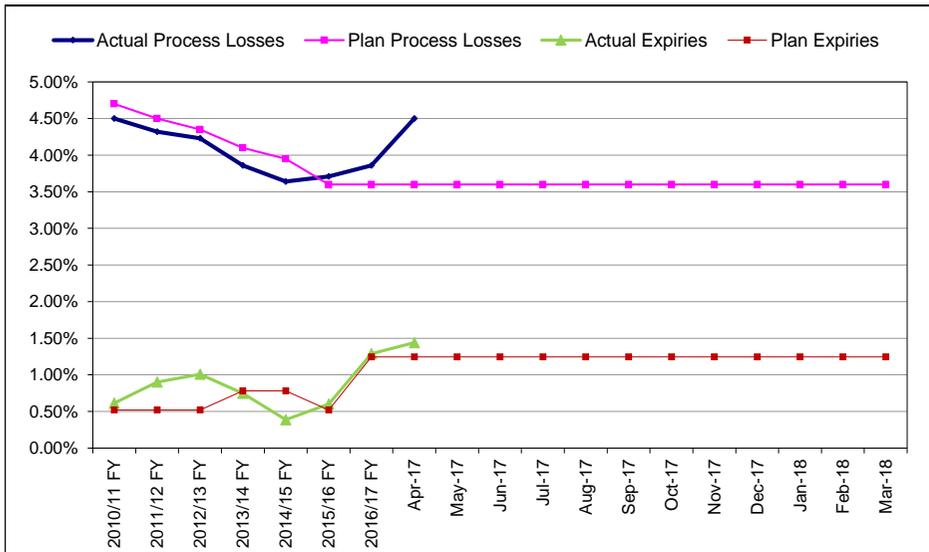


18. A neg Platelet Demand and Issues

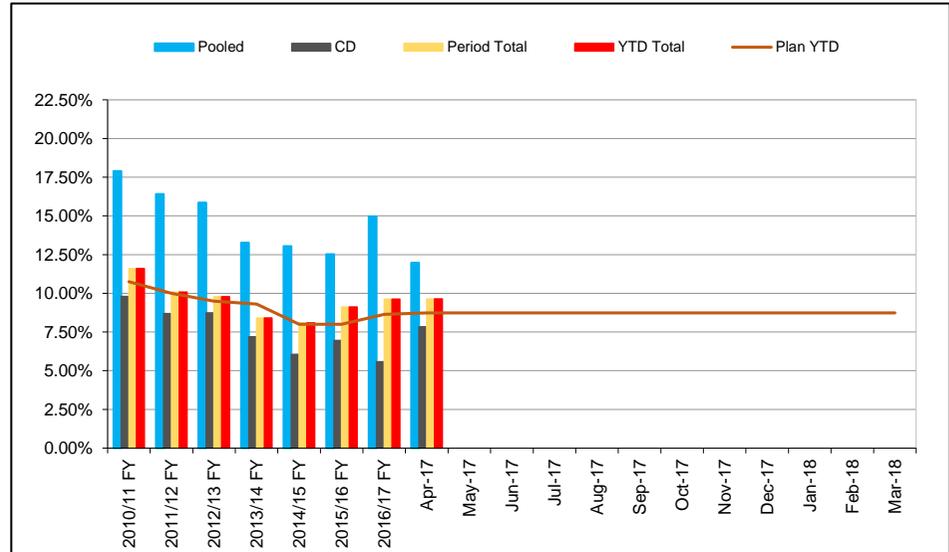


Blood Components - Wastage

19. Percentage of Donations NOT Converted to Validated Red Cells and Expiries

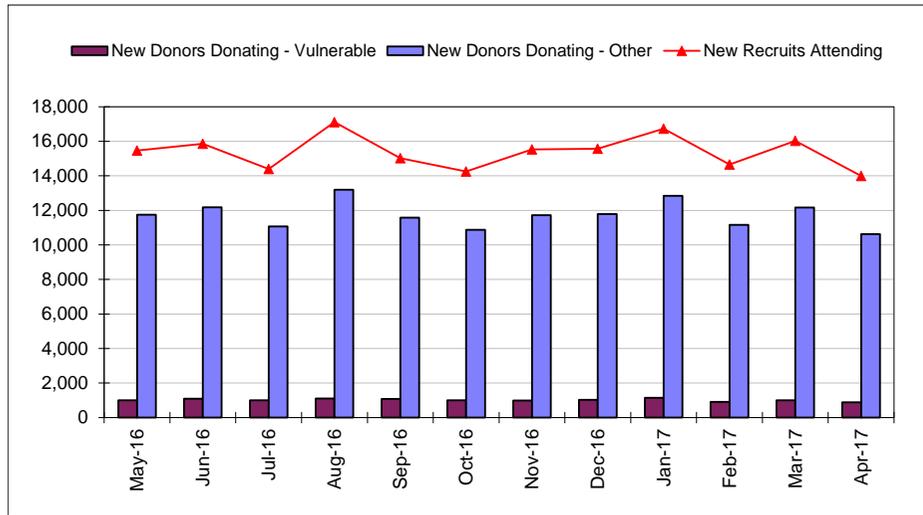


20. Percentage of Platelets Produced NOT Issued

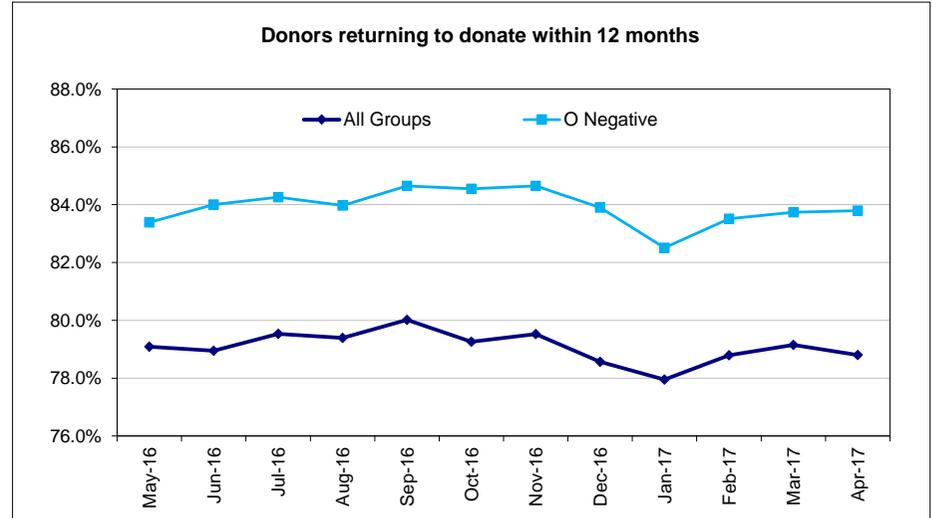


Blood Components - Donor Recruitment and Retention

21. Donor Recruitment (Whole Blood)

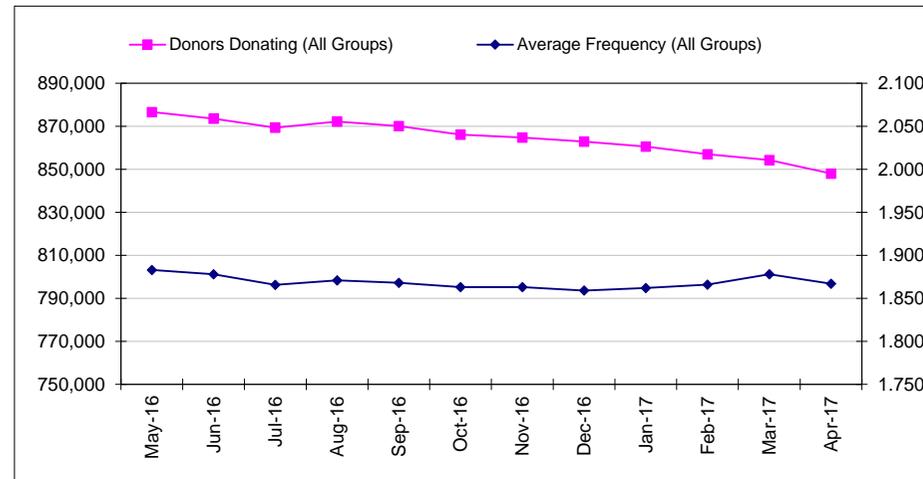


22. Donor Retention Rate (Whole Blood)



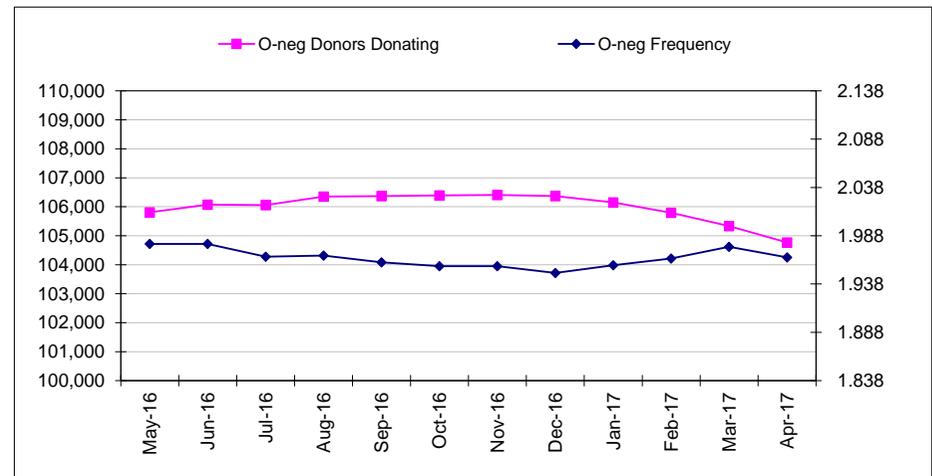
23. Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 months	838,342	855,478	848,027	G	-
Frequency of donation (overall)	1.880	1.880	1.867	G	-



24. O Neg: Donorbase and Frequency of Donation

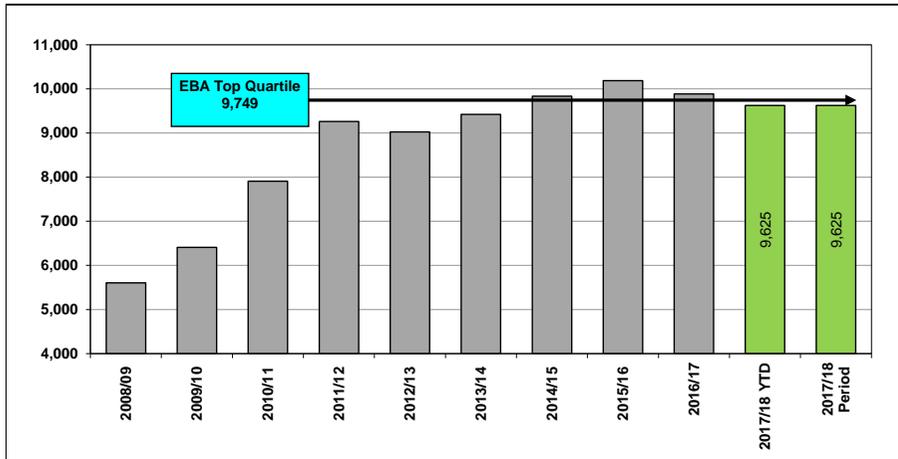
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of active O neg donors donating over the last 12 months	107,513	105,932	104,768	G	-
Frequency of donation (O neg donors)	1.975	1.975	1.965	G	-



Blood Components - Productivity

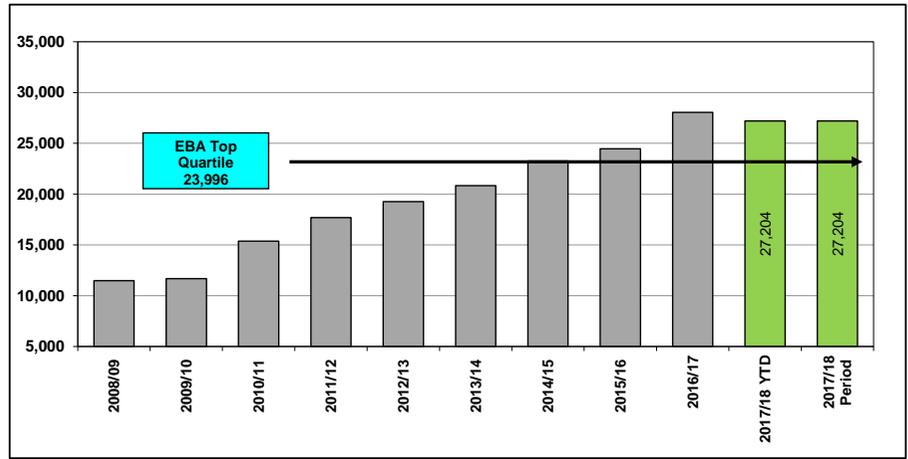
25. Processing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,300	9,660	9,625	G	-



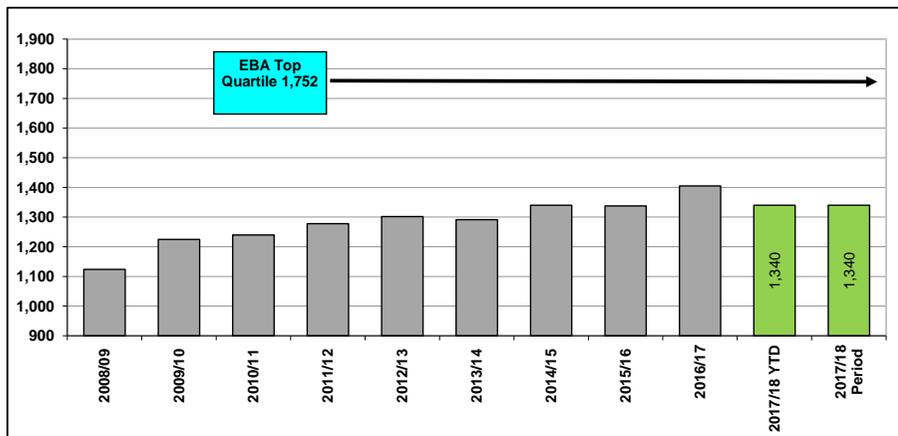
26. Testing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	29,700	27,058	27,204	G	-

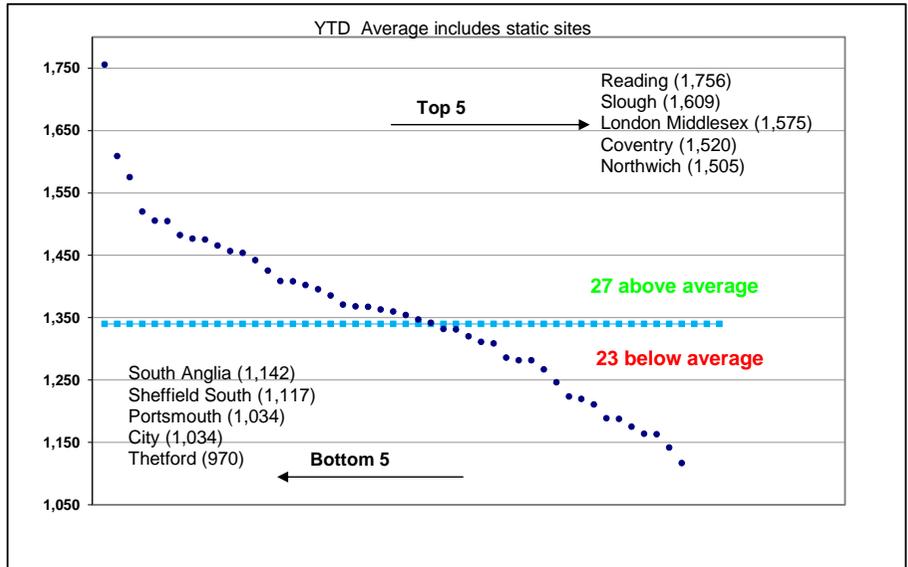


27. Blood Donation Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,411	1,348	1,340	G	-



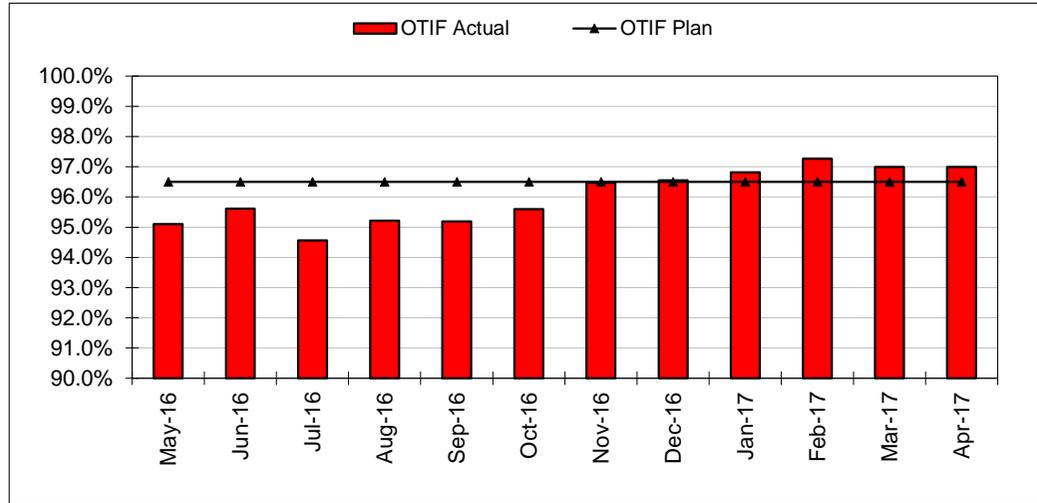
28. Blood Donation Productivity - Distribution Mobile Teams



Blood Components - Customer Service

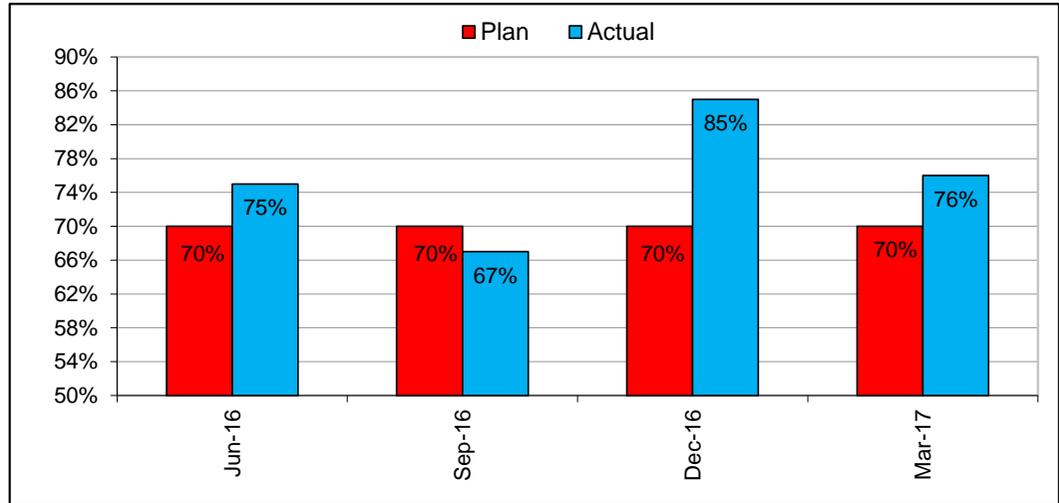
29. Percentage of Products Issued OTIF

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	96.50%	96.50%	96.99%	G	-



30. Hospital Satisfaction - next survey results due in June 2017

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Hospitals rating satisfaction at >=9/10	70%	70%	76%	G	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£69.3m)	G	-	Ahead of plan in April (£5.8m vs £5.2m).
		Number of Serious Incidents (SI's)	G	-	None reported this month
		Zero 'critical' regulatory non-compliances	G	-	None reported in April.
		Number of 'major' regulatory non-compliances	G	-	None reported in April
	Tissue & Eye Services	Sales income achieved - £13.6m (chart 31)	R	-	Worse than plan (£0.9m vs plan of £1.1m).
		80% percent of customers scoring => 9/10 for satisfaction with Tissues	A	-	March 2017 (reported in April 2017) at 75%.
		98.0% of Product issued on time	G	-	Better than plan (100% vs 98.0%).
	H&I	Sales Income achieved - £13.9m (chart 32)	G	-	Higher than plan this month (£1.1m vs £1.0m).
		% of patients receiving A or B1 platelets	A	-	Below plan in April (72.6% vs 75%) - Chart 4 -
		Time to type DCD organ donors	G	-	Reporting monthly in arrears - at 90% vs target of 80%.
		Turnaround time vs SLA (chart 36)	A	-	Behind plan in April (92.6% vs 95%).
	RCI	£14.95m Sales income achieved (chart 32)	G	-	Ahead of plan in April (£1.2m vs £1.1m)
		Sample turnaround time vs SLA (chart 35)	G	-	April better than plan at 98.6% (vs plan of 95%)

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	CMT	£11.2m sales income achieved (chart 33)	G	-	Better than plan in April (£0.7m vs £0.6m).
		On time in full – target 100%	G	-	At target in April.
	SCDT	£9.8m sales income achieved (chart 33)	G	-	Income above target (£1.1m vs £0.8m)
		% Confirmatory typing within 14 days	R	-	Lower than target in April (72% vs 80%)
		2,300 increase to Banked Cords TNC > 140	R	-	Behind plan in April (171 vs 191)
		40% BAME Cord Blood units add to the bank	A	-	38% in April (> 40).
		Issue 53 Cord Blood units	G	-	Better than plan with 7 units issued (vs 5).
		Adult Donor Provisions	R	-	Lower than plan his month (15 vs 16).
		Donors recruited to fit panel – 10k	A	-	Worse than plan in April (796 vs 833)
		£7.6m sales income achieved (chart 34)	G	-	Better than plan in April (£0.6m vs £0.5m)
	Therapeutic Apheresis Services	62% of hospitals scoring => 9/10 for satisfaction	-	-	70.5% vs 62% at February.2017.
		95% of Patients rating patient experience =>9/10	-	-	Latest survey, reported in December 2016 at 93% (vs 95%)

- An I&E surplus of £0.7m was recorded for DTS in April. There were a number of accounting treatment errors, however, with income overstated in H&I by £142k and SCDT by £170k. The more accurate position is therefore a £0.4m favourable income variance (+12% versus last year).
- Sickness absence in DTS was flat at 2.86% (versus target of 4%).

DTS Income by SBU – YTD April 2017	2017/18 Budget	2017/18 Income	2017/18 Variance	2016/17 Actual	Growth
Tissue & Eye Services	1.1	0.9	-0.2	1.0	-6%
TAS	0.5	0.6	0.1	0.5	24%
H&I	1.0	1.1	0.1	1.1	2%
RCI	1.1	1.2	0.1	1.1	8%
IBGRL & DD	0.1	0.1	0.0	0.1	55%
CMT	0.7	0.7	0.1	0.7	7%
SCDT	0.8	1.0	0.3	0.6	76%
Customer Services	0.0	0.0	0.0	0.0	-8%
Total (£m's)	5.2	5.8	0.5	5.1	14%

- **Tissue and Eye Services** - income in April was 14% behind plan and 6% behind last year. Strong sales were seen in DBM, ASE/AlloSE, tendons and dCELL dermis, albeit that this was more than offset by the underperformance of corneas, skin, bone, CV and femoral heads. Eye bank stocks were at 297 end of April and close to the ideal range of 300-350.
 - **RCI** income was 9.6% better than plan in April and 8.5% higher than last year. There was also a small favourable position on expenditure generating a small surplus contribution of £0.1m. All labs performed well with critical sample turnaround at 100% and sample turnaround ahead of plan at 98.6%.
 - **H&I** reported income was better than plan but, taking account of a reporting error, the underlying position was marginally below plan. Activity in both solid organ and stem cell investigations were lower than plan and continue the trend seen last year. Turnaround times have continued to run behind plan and were reporting at 93% in the month (vs 95% target). The provision of A and B1 matched platelets was 73%, worse than target (75%).
 - **Stem Cell Donation & Transplantation** reported income was higher than plan, and when corrected for a reporting error remained, £0.1m favourable. There were 7 cord issues in the month (versus target of 5) with 3 in the UK and 4 international. 15 BBMR donors were provided (versus target of 16) with the UK 5 behind plan and international 4 ahead of plan. The IT connection with US registries is now in place and has resulted in increased activity. The number cord units banked continues to run behind plan (10% behind in the month). BAME cord donations banked were also behind target in the month (at 38% versus target of 40%).
- Cellular and Molecular Therapies** - service income in April higher than plan (£0.7m vs £0.6m planned). Minimal income was received in April in respect of advanced cell therapies and CBC (and in line with phasing).
- **Therapeutic Apheresis Services** income in April 2017 was higher than plan and 24% ahead of 2016/17, primarily due to strong performance on Plasma Exchange and ECP. The income surplus, when combined with a small expenditure under spend, is provided a favourable contribution surplus of c£0.2m.
 - There were no critical/major non-compliances reported in April.

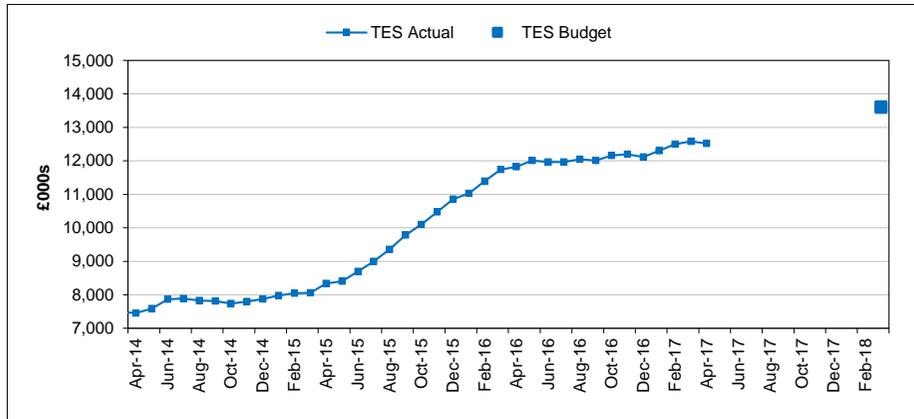
DTS – Status of Strategic Projects per TPB reporting:

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Stock Management Rollout	Delivery	A	G	0.3	0.3	N/A	Jul 17	Jul 17
TAS - Liverpool	Start-Up	G	G	TBC	TBC	TBC	Feb 19	Mar 20
Filton Extension	Start-Up	G	G	0.2	0.2	N/A	Mar 19	Mar 19

Diagnostic and Therapeutic Services - Income

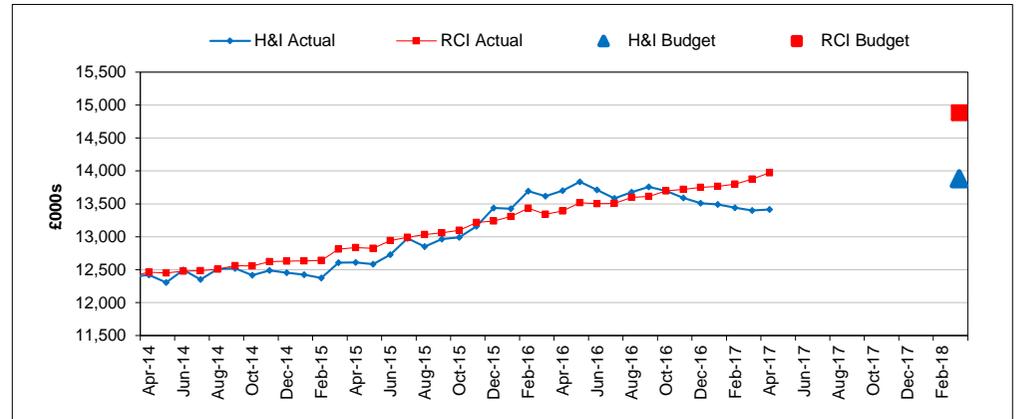
31. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	13.602	1.081	0.919	R	-



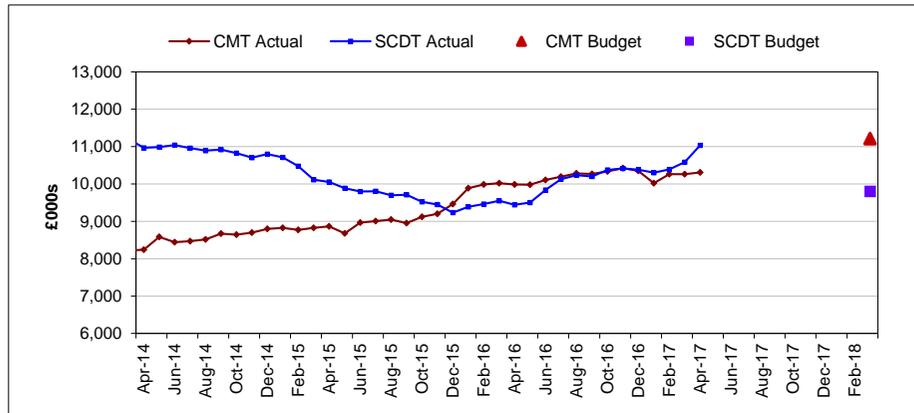
32. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	14.884	1.113	1.220	G	-
Income (£m's) - H&I	13.882	0.998	1.086	G	-



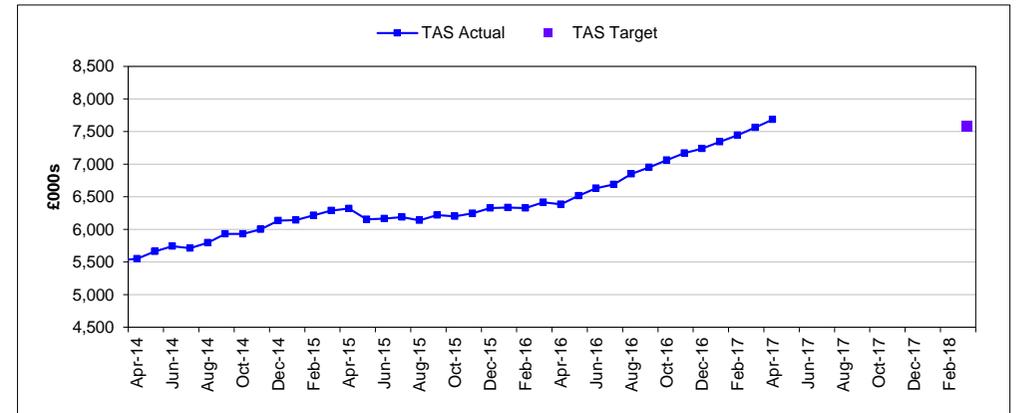
33. Stem Cells - SCDT/CMT Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT	11.212	0.669	0.736	G	-
Income (£m's) - SCDT	9.795	0.764	1.048	G	-



34. Therapeutic Apheresis Services Income (MAT)

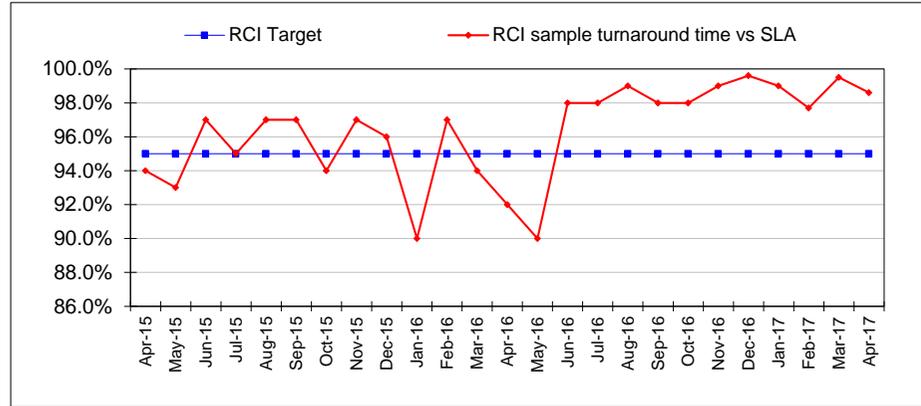
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	7.581	0.526	0.638	G	-



Diagnostic and Therapeutic Services - Customer service and safety

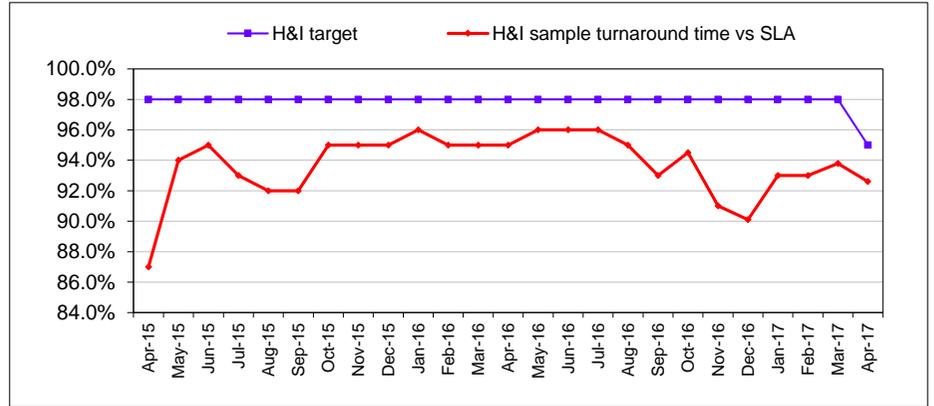
35. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - RCI	95.0%	95.0%	98.6%	G	-



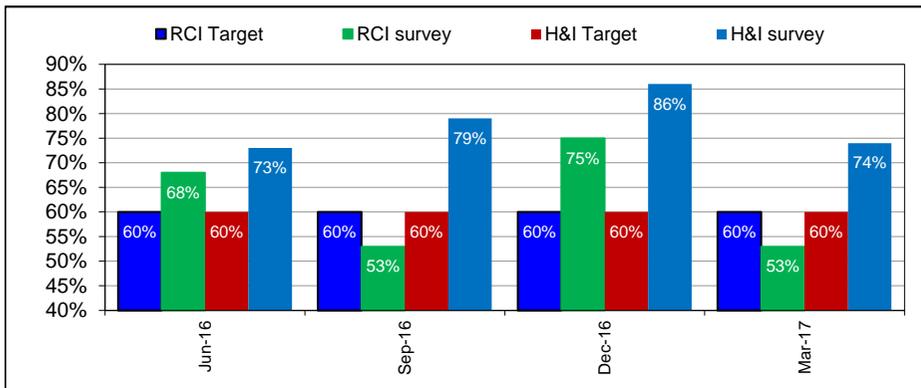
36. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	95.0%	95.0%	92.6%	A	-

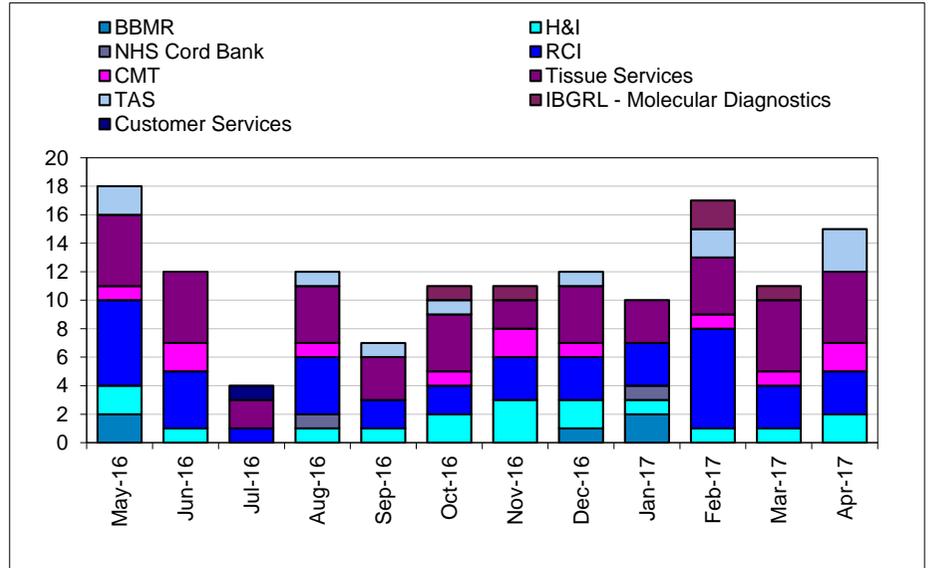


37. Hospital Satisfaction - next survey results due in Jun 2017

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of hospitals scoring \geq 9/10 for satisfaction with RCI - RCI	60.0%	60.0%	53.0%	R	Worse
Percent of hospitals scoring \geq 9/10 for satisfaction with H&I - RCI	60.0%	60.0%	74.0%	G	-

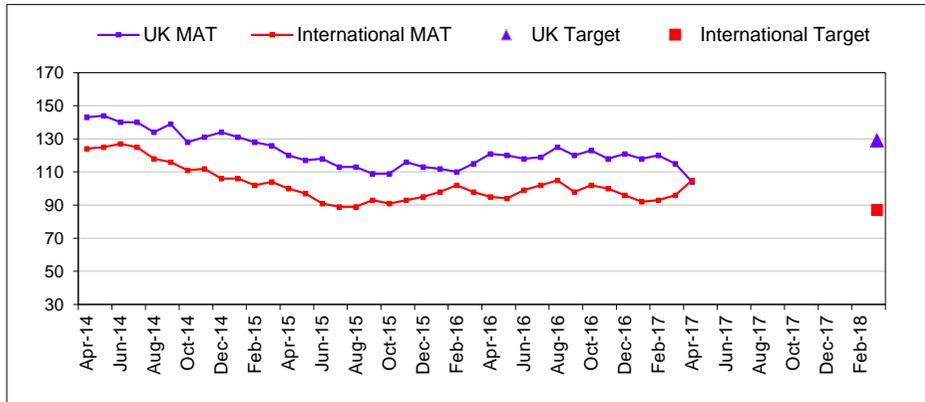


38. Major QI's raised per month - DTS



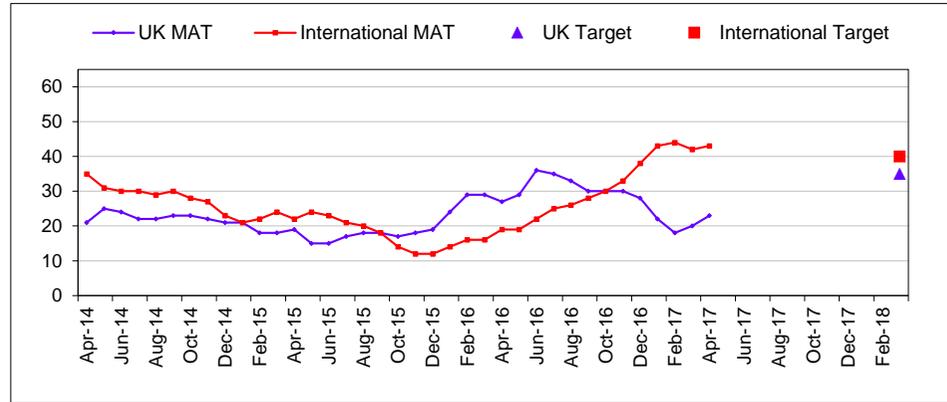
39. Adult donor provisions : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions (total)	216	16	15	R	-

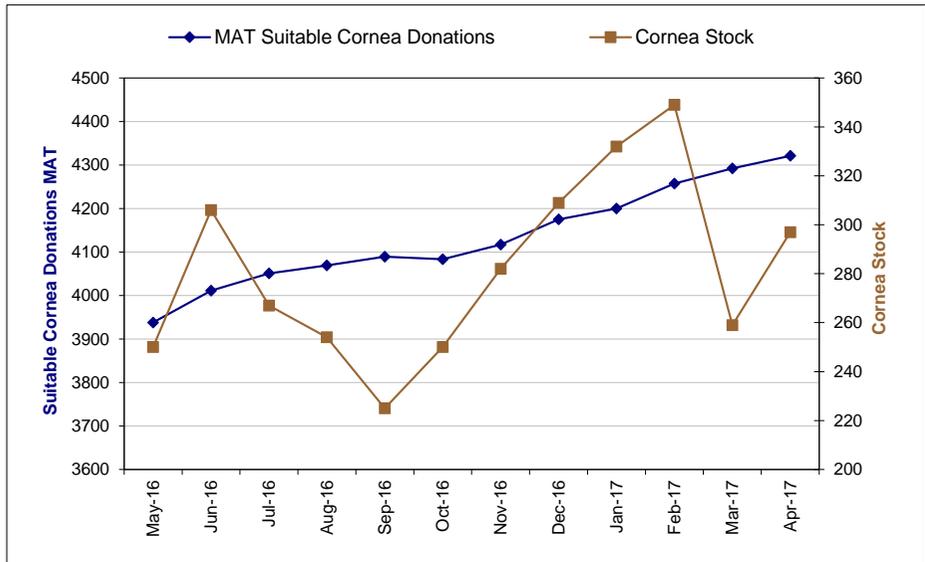


40. Issue of cord blood units : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued (total)	75	5	7	G	-

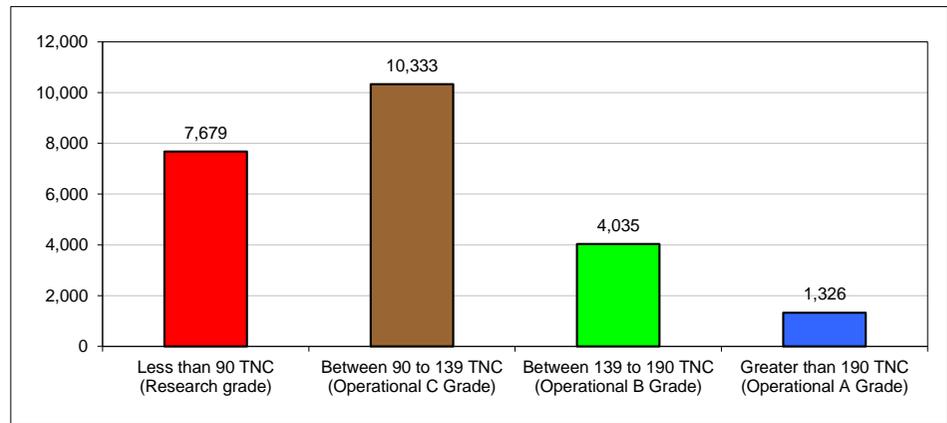


41. Suitable Cornea Donations - MAT, and Cornea stocks



42. NHSBT CBB stock (active units - cell dose post process TNC)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Banked Donations TNC > 140	2,300	191	171	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	A	-	April reporting at 65.5% (vs plan of 70%) - chart 55.
		Increase % Consent/Authorisation rate (Overall) – DBD	A		Reporting at 68.5% in April (vs plan of 73%)
		Increase % Consent/Authorisation rate (Overall) - DCD	A		Reporting at 63.7% for the full year (vs plan of 67%)
		Deceased donors - 2017/18 target – 1,524	R	-	Deceased donors in April were 113 (vs 127) - chart 43.-
		Deceased Organ Donors per million population	-	-	Reported quarterly. March at 21.8m vs 22m planned.
		Number of Living donors 2016/17 (1,260) – reported one month in arrears	R	-	Year end at 1,039 (vs plan of 1,260) - chart 46.
		Living Donors per million population – 19.0 per/m	R		Reported quarterly (one month in arrears). March 16.0m vs 19.5m planned.
		Internal NHSBT target based on 1.1m new registrations in 2017/18.	R	-	April at 72k registrations (vs 92k)
		Organ Transplants – Deceased (4,116)	R	-	275 transplants in April (vs plan of 343) - chart 44.
		Deceased Organ Transplants per million population.	-	-	Reported quarterly. March at 57.3m vs 60.0m planned.
		Proportion of population who have had a conversation about their donation decision	-		New measure, reported quarterly, next report: June 2017.
		NHSBT Cost per Transplant (chart 45). - £16.4k (2017/18 target)	-	-	March at £18.1k. Next update June2017.

Commentary - ODT

- There were 113 deceased donors in April (versus target of 127). There were 62 DBD and 51 DCD donors in April and for DBD was the lowest monthly number of donors since September 2016. The total of 113 deceased donors is lower than the monthly average achieved in 2016/17 (118) and also the monthly average achieved in Q4 2016/17 (121).
- April was a strong month for ODR overrides. Only 5 were recorded (versus a monthly average of 7.4 last year) and a SNOD was involved for each of them.
- The overall consent rate in April has continued to report at Amber status for the sixth month in succession (65.5% vs 70%) but was better than the year end position in 2016/17 of 62.7%. The SNOD involvement rates have continued to increase during April: DBD 94%, DCD 84% (compared with the average rates in

Q4 of DBD 92% / DCD 82%. April was a very strong month for the DCD consent rate (64%) and was the highest monthly DCD consent rate since February 2016 and also 5 percentage points higher than the average for Q4 2016/17 (59%). In contrast, the strong DBD consent rate of 72% achieved in Q4 2016/17, has slipped back to 68.5% in April.

- Although April was a strong month for referral rates there were 66 missed referral opportunities. In total 238 families were approached for an organ donation discussion during April, which was less than the monthly average of 262 for 2016/17. Therefore, although the overall consent rate from Q4 has been maintained (65%) and is higher than the overall consent rate for 2016/17 (63%), the number of consents (156) is lower than the 2016/17 monthly average of 164.
- The proportion of SNOD establishment who are competent on the rota is 75%; the highest it has been for a year.
- There were 275 deceased transplants in April (versus target of 343). This was lower than the monthly average for 2016/17 (310) and also the monthly average for Q4 2016/17 (316). This was driven by both the lower number of deceased donors but also saw a low average number of transplantable organs per donor (3.17), the lowest it has been for four years
- In March 2017 there were 88 patients who received a transplant from a living donor. In the full year 2016/7 there were 1039 living donors, 17.5% (221) behind target.
- April was a better month for BAME consent with 15 out of 32 providing consent (46.9%). This is the highest return since October 2016, albeit it continues to be lower than plan (55%).
- There were 71k new registrations on the ODR in April (vs 92k target). The 2017/18 target is 1.1m new registrations.
- Absence has continued to remain low this month at 2.48%, lower than the previous year (2.9%).
- Turnover overall in ODT saw a small decrease to 13.0% this month. There has been a number of retirements in Transplant Services and a more stable position is expected over the next few months.

ODT – Status of Strategic Projects per TPB reporting:

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Bristol Consolidation	Initiation	G	G	0.9	1.3	0.5	Oct 17	May 18
ODT Hub	Define	A	A	3.2 ⁽ⁱ⁾ (0.6)	4.1	N/A	Dec 19	Dec 19

Note:

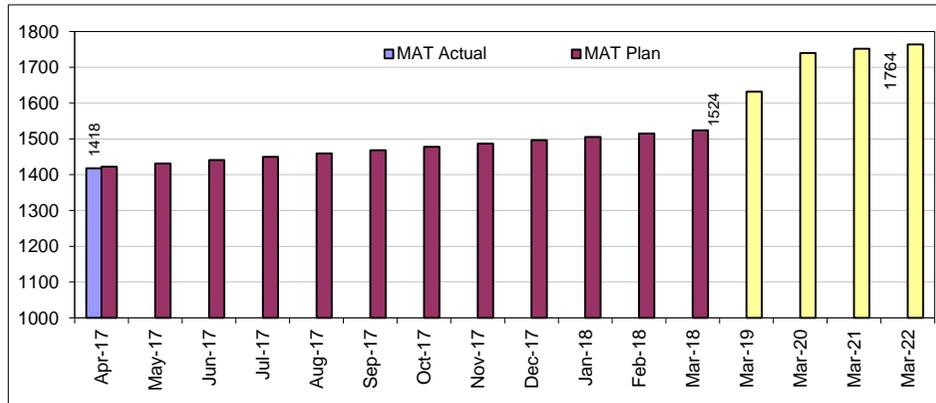
- i) This is non recurring figure for 2017/18, recurring figure in brackets.

Monthly Performance Report - As at the end of April 2017

Organ Donation and Transplant - Outcomes

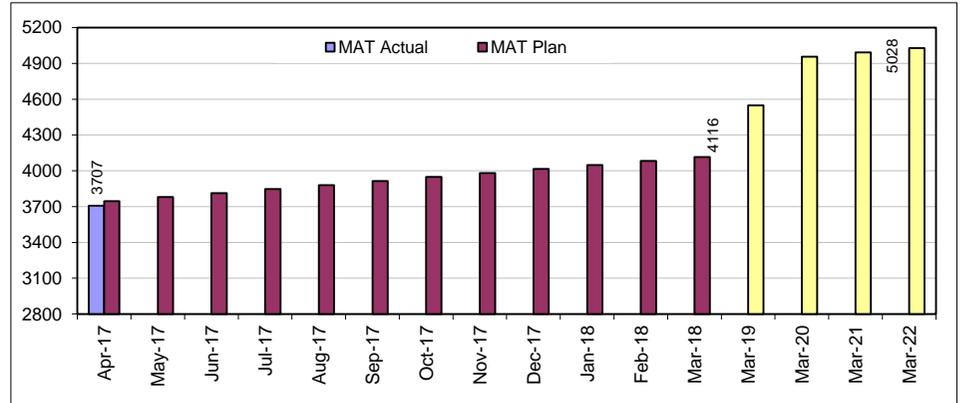
43. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1524	127	113	R	-



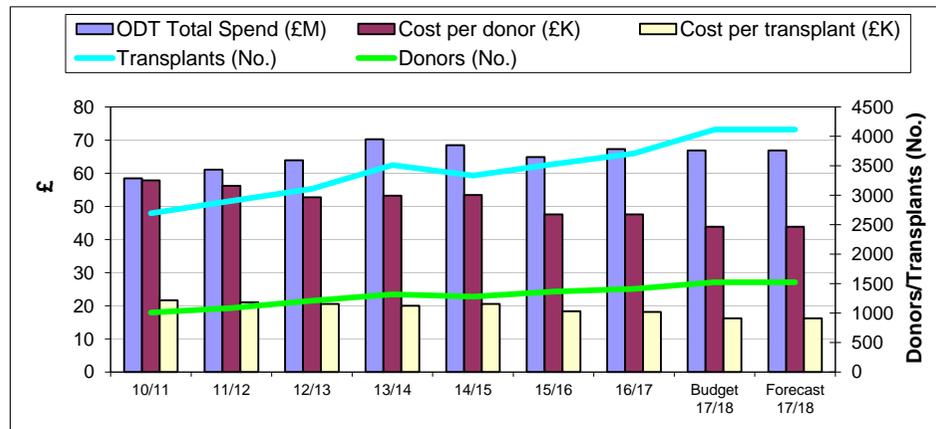
44. MAT number of Deceased Donor Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	4116	343	275	R	-



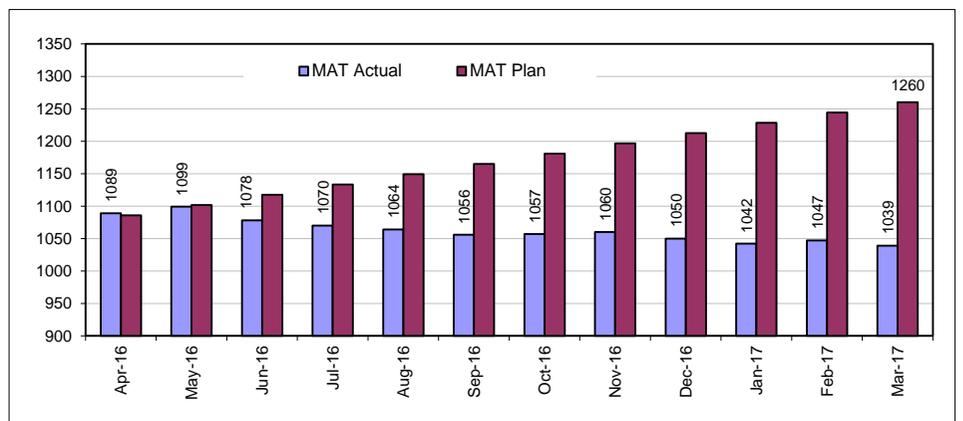
45. ODT Cost per Donor/Transplant

YTD Performance	Annual Target	Forecast for the year	YTD RAG	YTD RAG Trend
NHSBT Cost per Transplant (£k's)	16.4	16.2	G	-



46. MAT number of Live Organ Donors (reported one month in arrears)

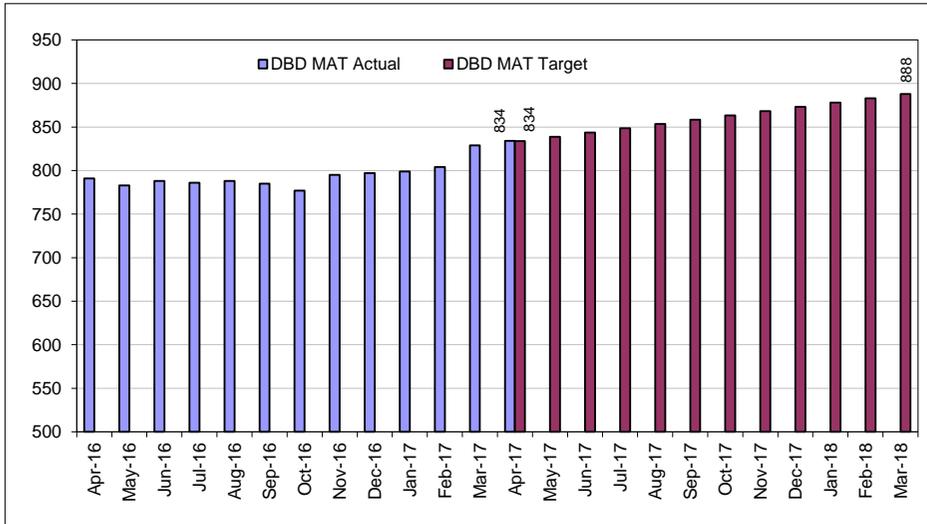
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1260	1260	1039	R	-



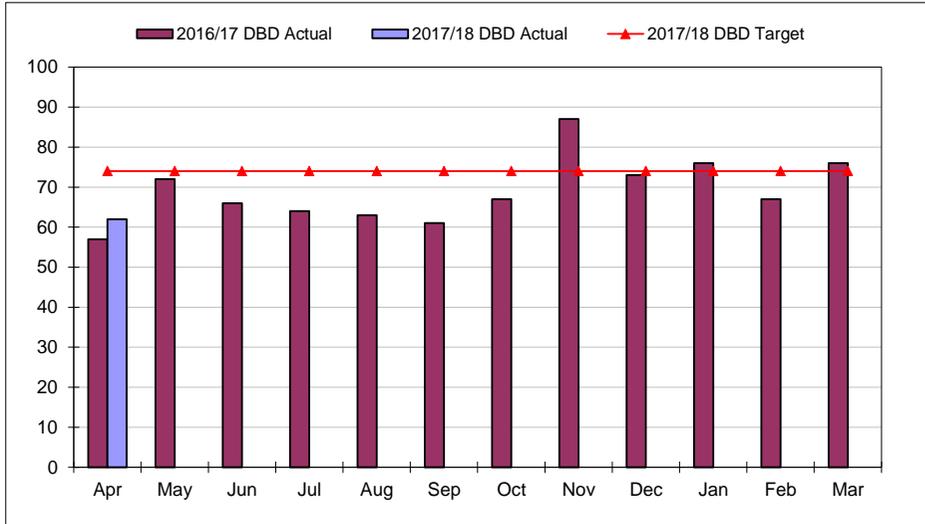
Monthly Performance Report - As at the end of April 2017

Organ Donation and Transplant - DBD Activity

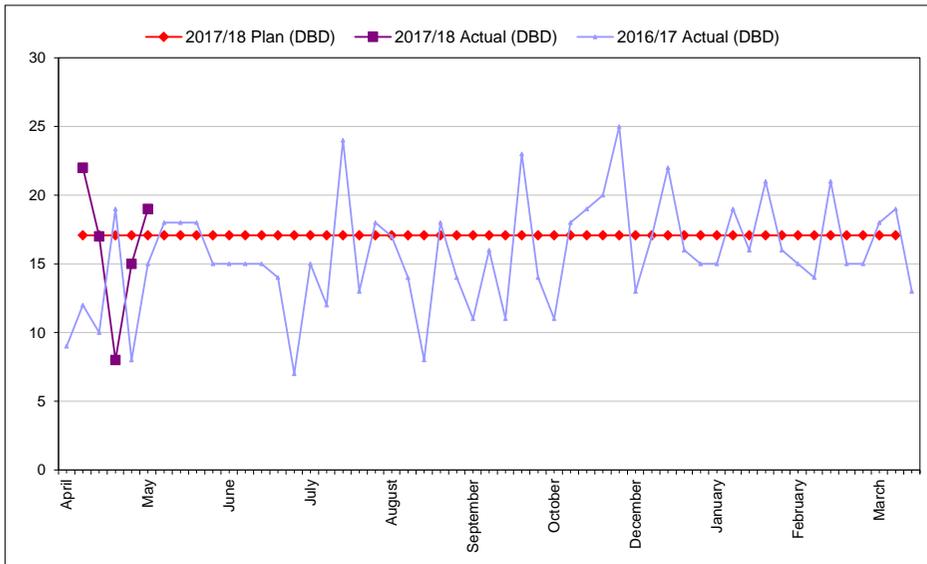
47. MAT number of Deceased Organ Donors (DBD)



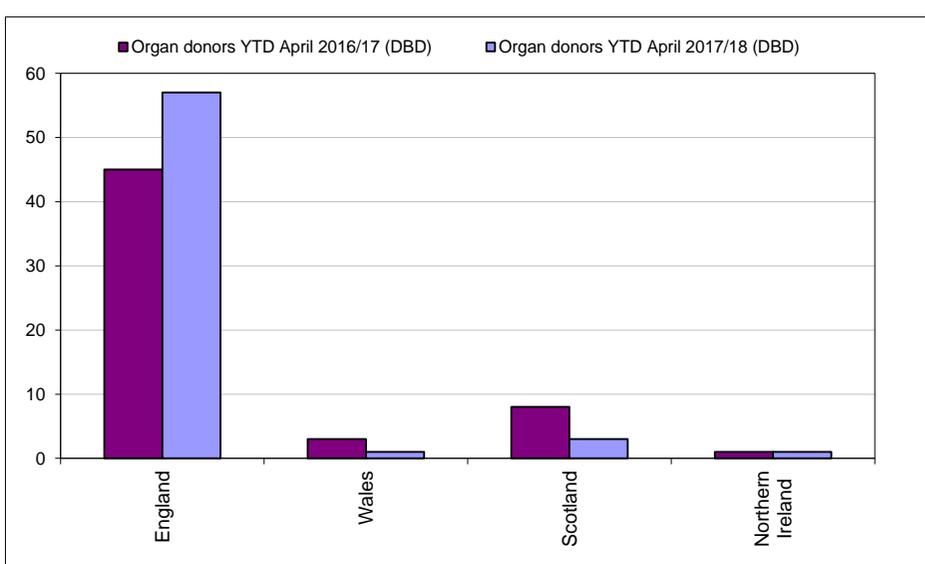
48. Deceased Organ Donors - Monthly (DBD)



49. Deceased Organ Donors - Weekly (DBD)



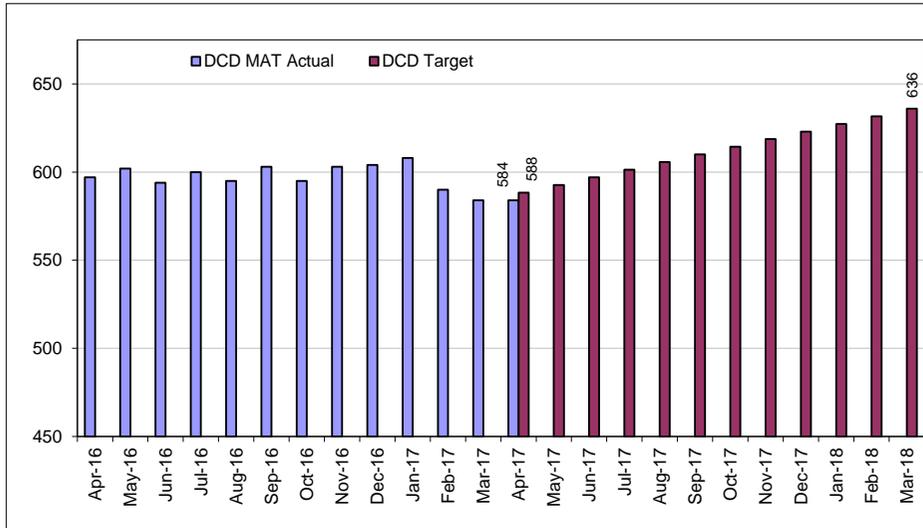
50. Deceased Organ Donors - Team (DBD)



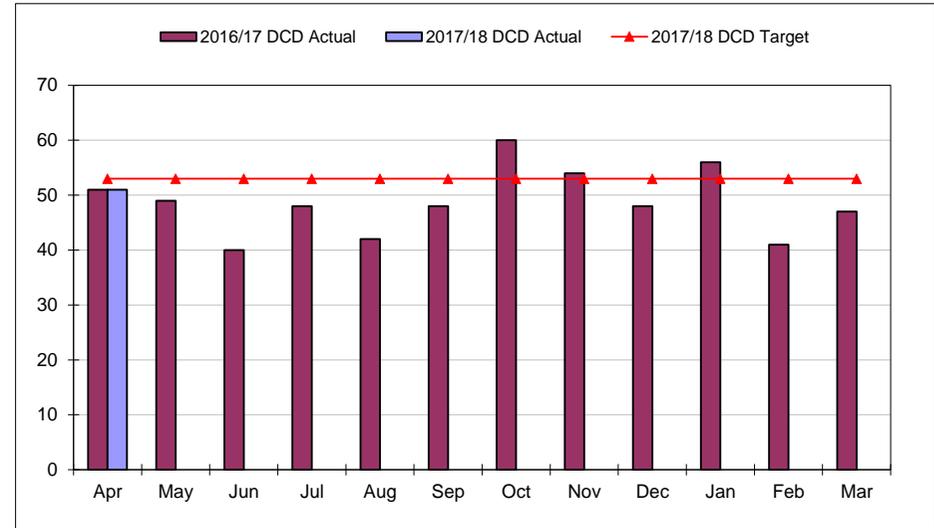
Monthly Performance Report - As at the end of April 2017

Organ Donation and Transplant - DCD Activity

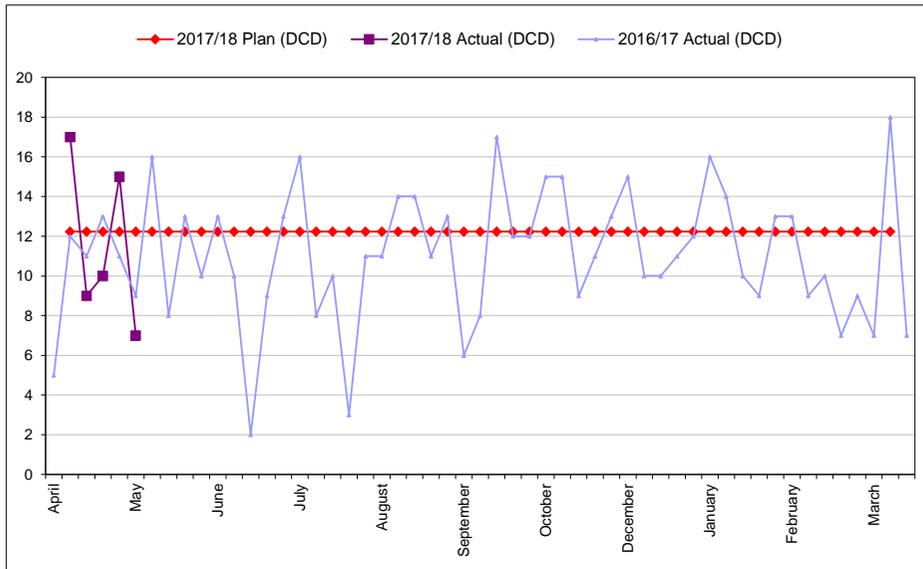
51. MAT number of Deceased Organ Donors (DCD)



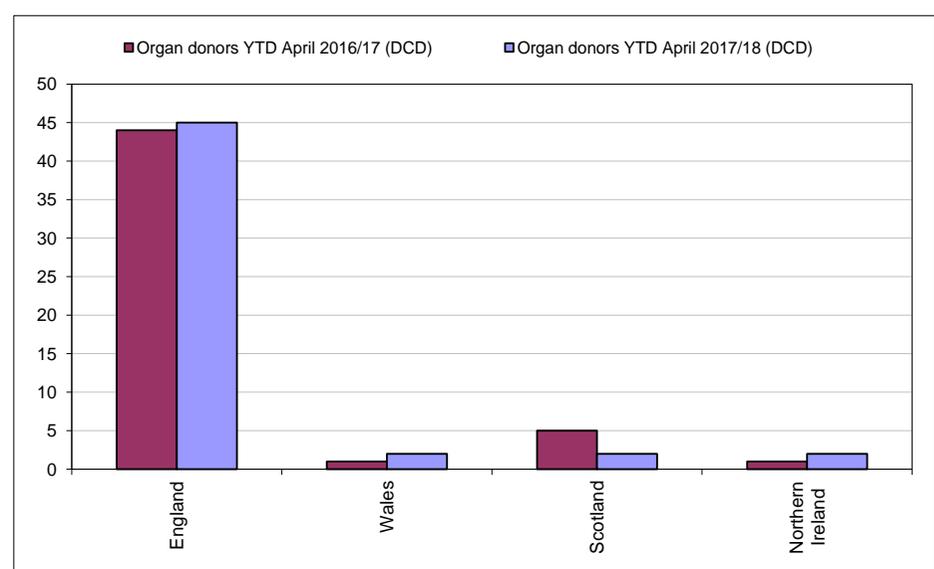
52. Deceased Organ Donors - Monthly (DCD)



53. Deceased Organ Donors - Weekly (DCD)



54. Deceased Organ Donors - Team (DCD)

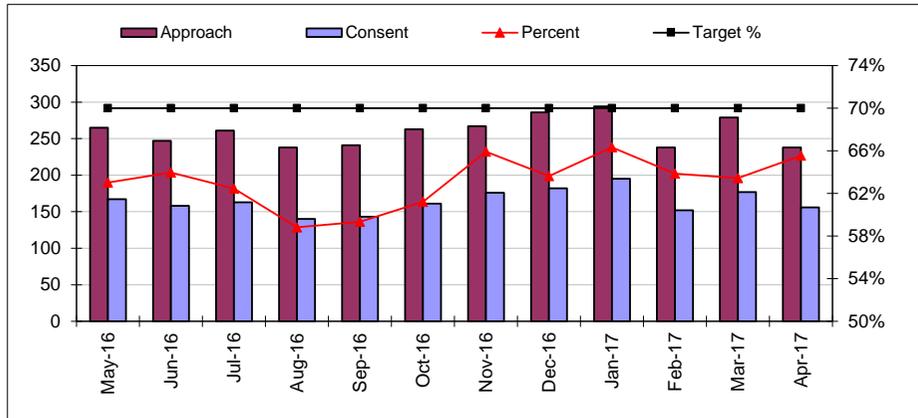


Monthly Performance Report - As at the end of April 2017

Organ Donation and Transplant - Consent / ODR

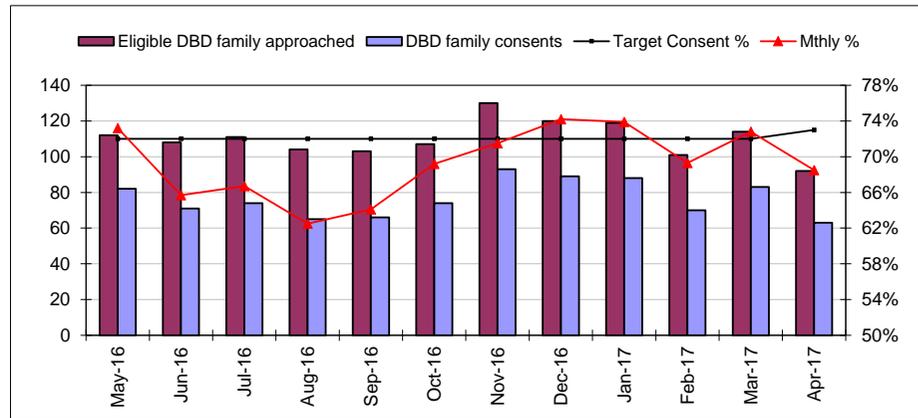
55. Consent / Authorisation rate (DBD & DCD)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Consent/Authorisation rate (%)	70.0%	70.0%	65.5%	A	-



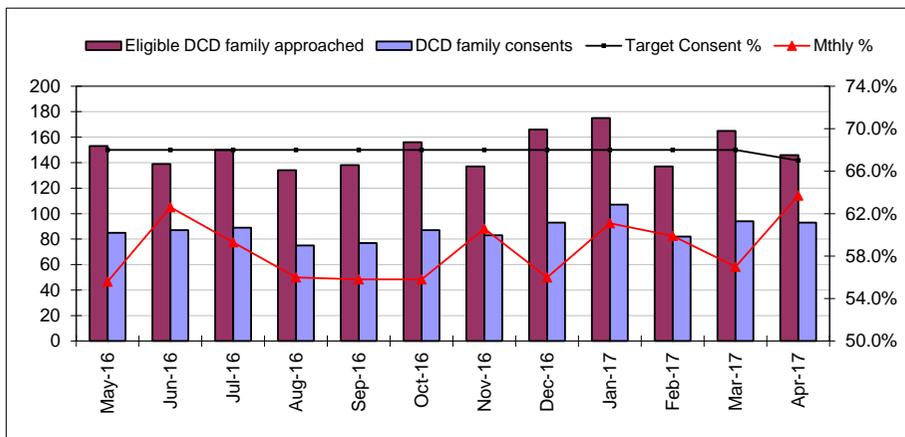
56. Consent/Authorisation rate (DBD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DBD Consent/Authorisation rate (%)	73.0%	73.0%	68.5%	A	-



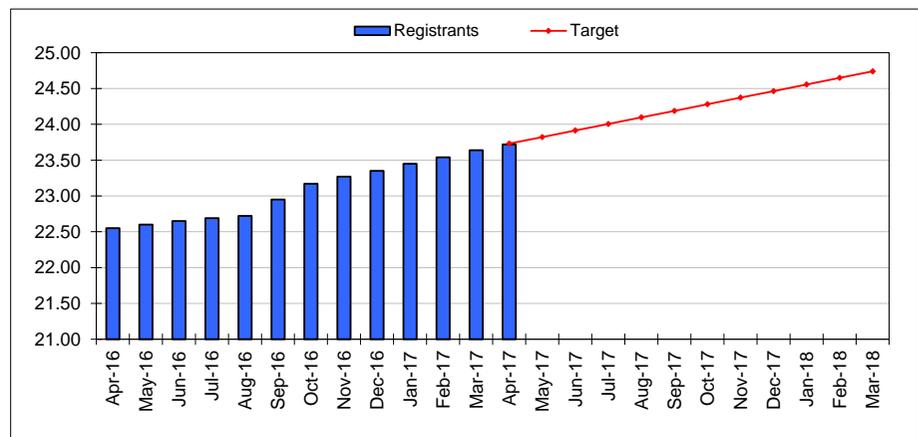
57. Consent/Authorisation rate (DCD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DCD Consent/Authorisation rate (%)	67.0%	67.0%	63.7%	A	-



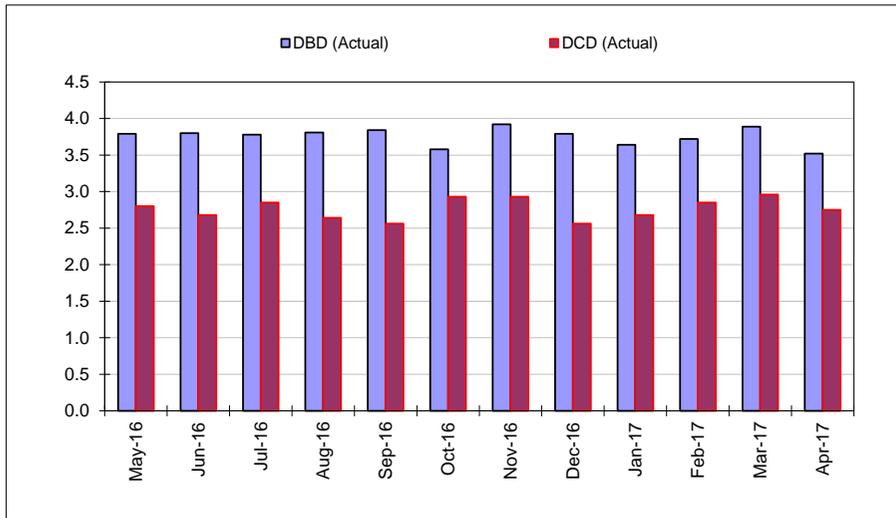
58. Number of people registered on the ODR (opt-ins)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Opi-in registrants on the ODR (millions)	1.100	0.092	0.071	R	-

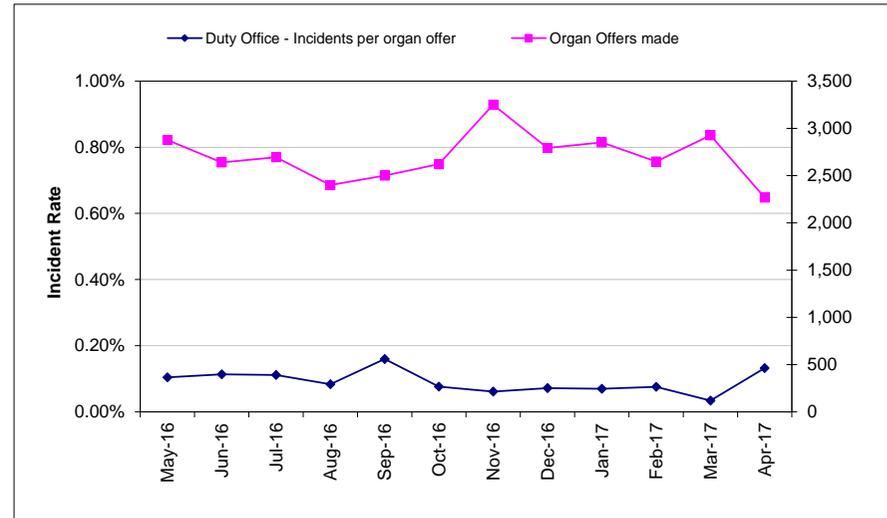


Monthly Performance Report - As at the end of April 2017 Organ Donation and Transplant - Transplantable Organs / Incidents

59. Transplantable Organs per Donor

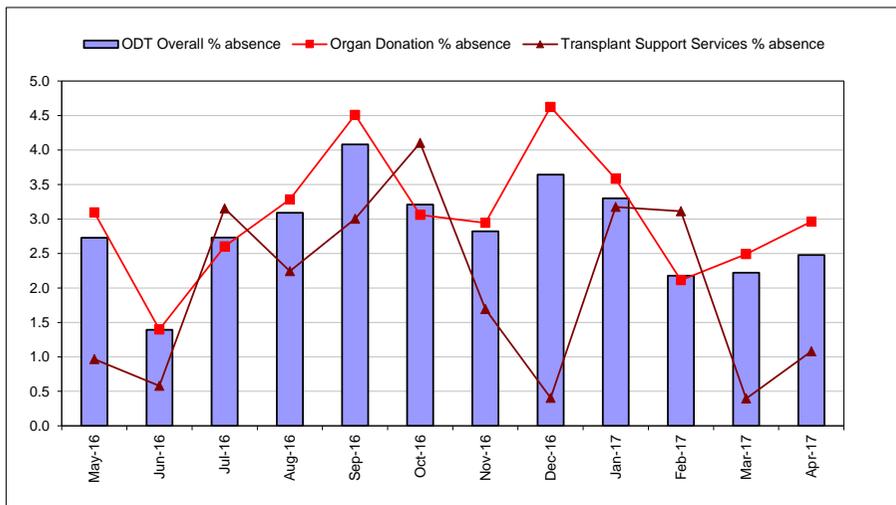


60. Duty Office - Incidents per Organ Offer

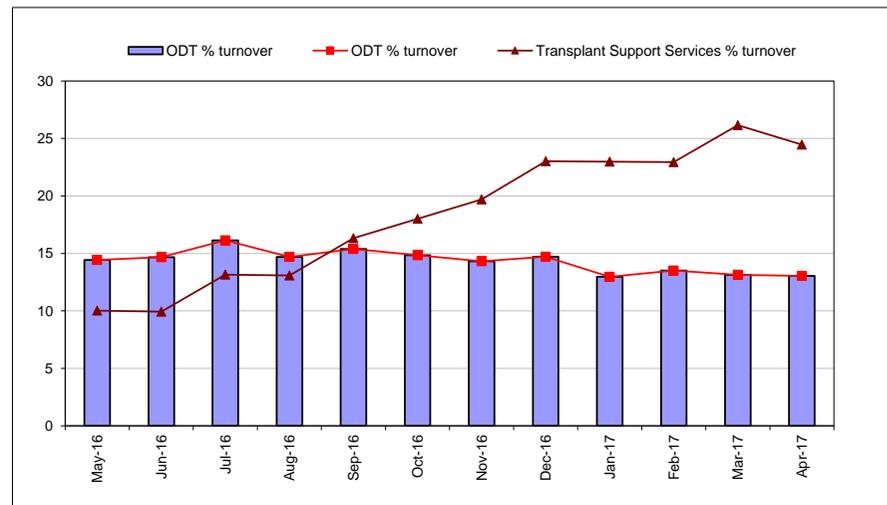


Organ Donation and Transplant - Absence/Turnover

61. ODT Absence rate (%)



62. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
NHSBT Corporate	<p>Sickness absence was lower in the month at 3.2%, lower than last year (3.6%) and also i2015/16 (3.92%). Actions are being taken to reduce long term sickness in blood donation in particular with a focus on improving the quality of the return to work interviews.</p> <p>Health and Safety – the Lost Time Incidence Rate (12 months to March 2017) for all work related lost time continues to be 1.9 – it will be reported on a monthly basis going forward.</p> <p>NHSBT introduced precautionary IT measures over the weekend of the 13/14th May (in response to worldwide cyber attack), including restrictions on remote access and opening attachments. These restrictions were removed on Monday, 15 May with staff being reminded of recent guidance, and to be especially vigilant when managing emails.</p> <p>As a result of the cyber attack, many hospitals could not use OBOS and needed to use alternative means of communicating with NHSBT, including faxes and telephones. The situation is improving with only one hospital continuing to see problems on May 15.</p> <p>Equality, diversity & human rights week 2017 runs from 15 to 19 May. As part of promoting awareness, teams are being asked to promote a related poster, with these being used as part of a photo gallery on Inside NHSBT.</p>

Corporate - Status of Strategic Projects per TPB reporting – are reported on the following page:

TRANSFORMATION PROGRAMME – GROUP LEVEL PROJECTS

Corporate - Status of Strategic Projects per TPB reporting

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Brentwood Estates Optimisation	Delivery	R	A	7.1	3.8	0.4 ⁽ⁱ⁾	May 17	Jul 17
Networks & Telephony Contract	Delivery	A	A	1.0	1.0	N/A	Apr 17	Oct 17
Oracle Database Upgrade	Delivery	G	A	0.4	0.4	N/A	Mar 17	Jun 17
Leeds Sheffield	Initiation	G	G	16.4	16.4	N/A	Jan 21	Jan 21
Next Generation Firewalls Managed Service	Delivery	A	A	1.6	1.6	N/A	Nov 16	Jun 17
Desktop Modernisation – Infrastructure Improvement	Delivery	R	A	9.1	9.1	N/A	Aug 17	Aug 17
Infrastructure Hosting Phase 2	Start-Up	G	G	0.1	N/A	N/A	TBC	Mar 18
Pulse GUI/Middleware Server Upgrade	Start-Up	G	G	N/A	N/A	N/A	TBC	Apr 18

Note:

- i) Benefits amended and approved to take account of cost and size of SHU and office properties.

NHSBT Corporate - ICT / Workforce

63. IT system performance

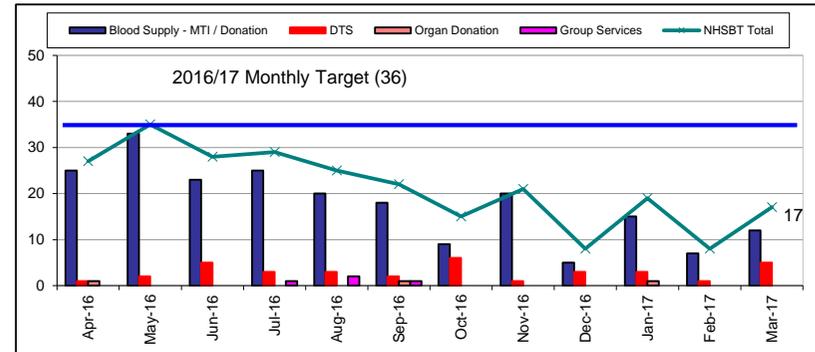
System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	100.00%	G	Better
Pulse	99.95%	100.00%	G	Better
OBOS	99.95%	100.00%	G	Better
Hematos	99.95%	98.83%	R	Worse
EOS	99.95%	100.00%	G	Better
NtXD	99.95%	99.56%	A	Worse
TMS	99.95%	100.00%	G	-

65. Headcount / WTE (as at payroll date)

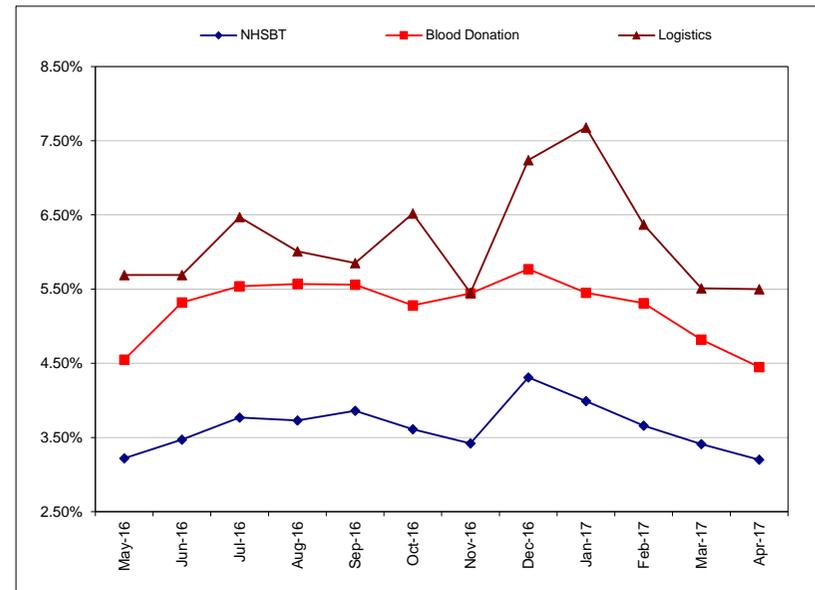
Function	Plan WTE (Ave YTD)	YTD Ave WTE (C)	Variance WTE	Variance %
Blood Supply: Manufacturing, Testing & Issue	775	804	-29	-3.8%
Blood Supply: Blood Donation	1,416	1,419	-4	-0.3%
Diagnostic and Therapeutic Services	849	793	55	6.5%
Organ Donation (including Group Services)	408	408	0	-0.1%
Sub-total Operational	3,447	3,425	22	0.6%
CEO and Board	3	4	-1	-20.3%
Quality	83	85	-3	-3.4%
Communications	73	67	6	8.4%
Estates & Facilities	77	78	0	-0.6%
Blood Supply: Logistics	342	347	-5	-1.6%
Finance	96	93	3	3.6%
HR and BTS Project Management	153	141	12	7.9%
BTS - Information Communication Technology	169	156	13	7.9%
Clinical	181	175	6	3.3%
Research and Development	33	37	-4	-13.4%
Change Programme & Development	1	20	-18	-1355.9%
Sub-total Group Service	1,210	1,202	9	0.7%
Total	4,657	4,627	31	0.7%
% Operational WTE to Total WTE	74%	74%		

64. Health and Safety - Accident Reporting

H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Period Actual
Blood Donation	<24	17	=/<27	12
M&L	<9	5	=/<5	0
DTS/SpS	=/<1	1	=/<2	5
Organ Donation	0	0	=/<1	0
Group Services	0	0	=/<1	0
NHSBT	<34	23	=/<36	17



66. Sickness Absence



**RISK
MANAGEMENT**

**Risk register
summary (net
risk) and
summary by
themes**

Corporate Risk Register Summary	Red	Amber	Green
132	12	112	8

The dependency and reliance on the SME that currently provides support for our critical operational systems (PULSE/Hematos) and, in particular, their ability to retain the necessary capability and service levels as we transition away to new systems as part of the CSM project.

The ability to supply in case of the loss of a key facility (e.g. Filton, Speke) or the loss of critical IT systems (Pulse, Hematos, networks etc). The risk of critical system loss is increasing on the back of the significant changes that are planned (e.g. new desktop, CSM etc.) and the significant complexity and inter-dependency between them.

Inability to supply as a result of planning / supply challenges through:

- (at the macro level) limited visibility with regard to longer term blood demand trends and especially when current demand decline will be offset by the anticipated impact of demographic trends
- significant differential short term demand trends at group / component level (eg O neg red cells, A neg platelets)

The scale of the transformation programme across NHSBT will create a significant challenge on the capacity and capability of NHSBT to safely execute the change (both ICT and business resources) and a potential distraction to delivering business as usual.

The ability to maintain blood prices remains highly dependant on our ability to manage the combined impact of :

- the need to fund the significant investment in CSM (and uncertainty regarding the phasing of the spend and timescale)
- the organisational focus required to safely implement CSM and a slow down in the delivery of underlying BAU efficiency improvements
- ongoing reduction in red cell (and now platelet) demand and the loss of related income and contribution
- being able to generate significant productivity improvements in Blood Donation especially (given the inherent productivity gap and high contribution to overall costs) and the significant impact on service configuration required.

Ongoing reduction in demand will require significant changes to the configuration of blood collection services in order to not just maintain productivity but deliver the increased Blood 2020 targets. This would involve fewer / larger mobile sessions, greater use of fixed donor venues and much less collection activity in certain parts of the country. This may result in adverse donor reaction (and potentially attendance) if not managed and communicated well and an impact on supply if, for example, sufficient numbers of O neg donors cannot be retained.

The high prevalence of manual, paper based and verbal processes throughout NHSBT's operations, especially within reference testing and in the duty office within organ donation and transplant. Although these are mitigated by appropriate manual control checks, and new systems are removing transcription in some areas, there is a residual risk that these are ineffective and cause transcription errors that could lead to the death or harm of NHS patients.

**RISK
MANAGEMENT**

**Risk register
summary (net
risk) and
summary by
themes (cont.)**

Risk to delivery of TOT 2020 strategic targets driven by :

- adverse trends in the donor pool
- inability to change consent levels
- lack of funding required for supporting business cases in respect of consent strategy and new technologies
- lack of transplant capacity.

Changing clinical/commissioning intentions in Stem Cells - ie Cord Blood / BBMR, as a recommended treatment, impacting on the outcomes and therefore the future viability of these services.

There were no new high/extreme risks for review this month.

NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 30 APRIL 2017

Income	Year to date			Full year		
	Budget	Actual	Variance	2016-17 Actual	Budget	Forecast
	£k	£k	£k	£k	£k	£k
Revenue Cash Limit - Organ Donation & Transplantation	5,161	5,161	0	61,697	61,927	61,927
Revenue Cash Limit - Diagnostic and Therapeutic Services	205	348	142	4,173	2,465	4,173
Blood & Components Income	20,891	20,000	(891)	262,506	257,060	256,351
Diagnostic and Therapeutic Services Income	5,030	5,407	377	65,377	70,216	68,508
Research & Development	92	99	8	1,985	1,101	1,101
Organ Donation & Transplantation Other Income	1,005	989	(16)	11,544	12,062	12,062
All Other Income	528	431	(98)	7,266	7,001	7,061
Total Income	32,912	32,434	(478)	414,548	411,830	411,183
Expenditure						
Cost of Sales - Blood Component Stock Movement	(200)	990	1,190	(143)	0	(1,305)
Cost of Sales - Tissues Stock Movement	0	14	14	42	0	0
Organ Donation & Transplantation Operational Expenditure	(5,198)	(5,116)	82	(65,278)	(66,710)	(66,710)
Blood Supply: Manufacturing, Testing & Issue	(5,677)	(5,587)	89	(70,607)	(68,383)	(68,033)
Blood Supply: Blood Donation	(6,206)	(6,090)	117	(75,559)	(71,344)	(71,639)
Blood Supply: Logistics	(1,696)	(1,701)	(5)	(21,175)	(20,648)	(20,648)
Diagnostic and Therapeutic Services	(5,104)	(4,896)	208	(60,293)	(61,003)	(61,407)
Quality	(419)	(400)	18	(4,783)	(5,023)	(5,023)
Chief Executive and Board	(52)	(47)	4	(623)	(621)	(621)
Communications	(367)	(338)	28	(7,397)	(7,348)	(7,348)
Estates & Facilities	(3,053)	(3,012)	41	(40,182)	(39,288)	(39,288)
Finance	(469)	(462)	8	(5,760)	(5,635)	(5,635)
HR and BTS Project Management	(781)	(753)	28	(9,117)	(9,372)	(9,372)
BTS - Information Communication Technology	(1,855)	(1,831)	24	(20,661)	(22,261)	(22,761)
Clinical Directorate	(1,181)	(1,155)	26	(14,014)	(14,153)	(14,153)
Research & Development	(373)	(378)	(5)	(5,627)	(4,486)	(4,486)
Change Programme & Development	(1,999)	(2,167)	(168)	(17,850)	(27,409)	(27,270)
Miscellaneous and Capital Charges	(159)	(150)	9	(439)	(1,910)	(1,910)
Total Expenditure	(34,789)	(33,080)	1,710	(419,467)	(425,592)	(427,609)
Surplus/(Deficit)	(1,877)	(646)	1,232	(4,919)	(13,762)	(16,426)

Statutory Accounts Presentation

NHSBT Surplus/(Deficit) as above	(1,877)	(646)	1,232	15,658	(13,762)	(16,426)
Add back Notional Cost of Capital	593	593	0	7,176	7,121	7,121
Remove Revenue Cash Limit	(5,366)	(5,508)	(142)	(65,870)	(64,391)	(66,100)
Deduct Capital Charges Cash Payment	(1,462)	(1,462)	0	(16,267)	(17,544)	(17,544)
Net Expenditure	(8,112)	(7,023)	1,089	(59,303)	(88,577)	(92,949)

A deficit of £0.6m was reported in April, £1.2m better than plan.

This reflects a favourable movement in Cost of Sales / higher RC stocks (£1.2m), a DTS I&E surplus of £0.7m and positive variances in group services costs (£0.2m), partially offset by lower sales within Blood Components (£0.9m).

Subject to the formal Q1 process, an initial forecast outcome for the year is suggesting a £16.4m deficit (vs £13.8m budgeted). This takes into account lower income in blood components (£0.7m), an adverse cost of sales movement (£1.3m) and additional funding allocated within transformation funds to recruit black donors (£1.0m).

Balance sheet - current assets were £57.9m at the end of April 2017, including a cash balance of £30.4m.

Debtor days - were 28 in April vs target 22 days.