

NHSBT Board
30 March 2017

Yes I Do - Organ Donation Behaviour Change Campaign progress report and plan for 2017/18

1. Status – Public

2. Executive Summary

2.1 This paper reports on the impact of the Organ Donation Behaviour Change strategy to date and, based on positive results from pilots and projections to 2020, sets out investment of £2m in 2017/18 to continue rolling out the campaign.

2.2 In the past 18 months of active public campaigning we have achieved growth in new registrants to the NHS Organ Donor Register (ODR) while also ensuring that those within the age groups *more likely* to die as potential donors are a higher proportion of those new registrants. The *overall* ODR has been slightly re-balanced for the over 50s, a group more likely to be potential donors within the life of this strategy. Public awareness has increased from the low level seen in 2014/15 when there was no active campaigning and there has been an increase in the understanding nationally of the importance of having a conversation about organ donation. Seventy five per cent of people who have registered since the campaign began have had a conversation with their family or friends about their decision¹.

2.3 Maintaining investment is also vital to recruitment of high profile commercial partners such as TFL, HSBC, Boots, Royal Mail and Premier League clubs and in maintaining stakeholder support.

2.4 We have completed an independent peer review of the Behaviour Change campaign in England. Projections indicate that the current campaign investment will not achieve the 2020 strategy's aim for a consent/authorisation rate in excess of 80%. At £2m, the current budget is one-fifth of the recommendation in the behaviour change strategy written in 2014. Current linear modelling suggests that the impact of 100% SNOD involvement in the approach to families would not take the overall consent/authorisation rate past 70%. Critically, there is no evidence of any improvement in consent rate for those approached with SNOD involvement where the potential donor is not on the ODR and this is the area where societal change strategies will support the consent rate further.

2.5 The current planned budget of £2m per annum to 2020 will focus on activities which are closest to the consent discussion; registration drivers; developing the ODR as a marketing tool; conversation prompts; and providing limited support for local areas. There will be limited activities focused on educating younger children (9-13), limited local support for areas outside of the North West, Midlands and London and limited outreach with BAME audiences. If additional funding is available in year there is a prioritised list of discrete enhancements and activities including additional media spend, education materials, in-hospital materials and a community bid-fund.

¹ TNS BMRB survey 2016 and NHSBT emails to recent registrants both confirmed a 75% figure

2.6 This investment and prioritised plan has been agreed with the Sustainable Funding Group.

3. Action Requested

The Board is asked to note:

- Progress to date and the priorities for 2017/18
- The Sustainable Funding Group supports the investment of £1.2m in the Yes I Do donate behaviour change campaign and this is included in the budget.

4. Background

4.1 Objectives

An integrated **Yes I Donate** public campaign started in September 2015 with three behaviour change objectives:

- To increase the number of people on the ODR by at least 50% by 2020 (from a baseline of 20m in 2014), rebalancing it towards people who are older (50+) and from DE socio-economic groups
- To stimulate conversations and debate about donation, particularly through leveraging the ODR as a marketing tool
- To present donation as a benefit to families in the end-of-life and grieving process.

4.2 Campaign progress

Activity has been initiated on 18 of the campaign strategy's 20 recommendations. Furthermore, all key metrics – registrants to the ODR, the overall consent rate and the number of deceased donors – have improved during the first year of delivery.

In a series of stakeholder depth interviews² held in late 2016, all stakeholders were in agreement with the direction of the strategy and had noticed at least some of the recent activities.

"The ideas behind the programme are perfectly sound ... something we really need to do"
"Those national campaigns help a lot to create awareness and change attitudes"
"NHSBT does quite a good job on Facebook of promoting organ donation, I'm aware of that; and they've rebranded the organ donation card, that's pink as well."

This is an integrated campaign and the elements of the marketing mix complement each other to achieve the objectives:

- The biggest **registration** drivers are currently partner websites
- Campaigning (whether advertising, news, or social) can also increase registrations and is most important in influencing **conversations**
- Local and community activities (including schools outreach, work with faith leaders, hospital proximity marketing and grieving packs) may also do both of the

² 10 stakeholders interviewed, including Professor Gurch Randhawa, Anthony Clarkson, Assistant Director - Organ Donation and Nursing, Michael Amies, outgoing chair of the Organ Donation Committee, Worcestershire, Rob Graham, Co-Chair of NHSBT Cardiothoracic Patient Group and Governor at Papworth Hospital, Amanda Gibbon, UCH, Barry Rigg, Representative from Kendal Donor Town, Paul Cramp, Chairman of ODC in Leeds, Emma Billingham (Newcastle), Bimbi Fernando, Consultant Transplant Surgeon at The Royal Free Hospital

above; additionally, they have the greatest potential to increase **familial consent** based on the evidence presented in the original Behaviour Change Strategy.

Significant successes include:

- Launched an integrated and inclusive campaign - **Yes I Donate** - including a new-look donor card and all branding materials
- Established the relationship between greater media expenditure and greater registrations/conversation through two local “hothouse” pilots
- Built upon existing registration-driving nudge partnerships (e.g. DVLA), by bringing on board new partners such as NHS Choices, EHIC, local councils, Tinder and over 20 transactions across gov.uk
- Improved the user experience for new ODR registrants, leading to a significantly increased conversion rate for people signing up online (from 29% to 40% of people completing an online registration form)
- Trialled a number of different approaches to reach target audiences, including grass roots partnership with Premier League and other football clubs, video content/humour, national debates (overrides), media partnerships (Heart, The Sun, Daily Mail)
- Continued with delivery of the Faith Action Plan as well as increased engagement with African Caribbean communities, testing community engagement in London and Birmingham in early 2016
- Co-created a new suite of education resources for secondary schools
- Since the launch of the Behaviour Change campaign in April 2015, 29% of all media coverage in the UK about organ donation and transplantation has been proactively generated by NHS Blood and Transplant. Key message cut through has improved, with 37% of all media articles April – Dec 2016 carrying the message ‘Join the ODR’ compared to 18% in the same period last year, and 14% of all articles carrying the message ‘Share your decision’ compared to 7% in the same period last year
- Since April 2016, we have seen 473m impressions and 3.7m engagements across our social channels, up more than 50% from the previous year
- Turning our case studies into compelling emotional and regular content is working, a Populus survey revealed that 3.3m adults agreed that Teddy’s story led them to talk to friends and family about donating their organs after they die.

4.3 Progress against targets

There has been a significant uplift in the numbers of people joining the ODR to 1.4m³ new registrants in the full year 2015/16, up from a baseline of 0.9m in 2014/15. We recognise, however, that 2015 was a special year and benefited from the extensive marketing activity by the Welsh Government to launch the new legislation.

To date we have seen 0.85m new registrants to the ODR across the first three quarters of 2016/17. This represents an uplift on the 2014 baseline although is 14%

³ Including estimate for Scottish GP missing data in 2015/16, figure differs from Activity Report

behind the same period last year. Marketing activities are having to work harder to counteract the decline in gov.uk transactions and in December drove 41% of all registrations, the highest recorded percentage since the start of the campaign.

The lower socio economic groups who have historically been underrepresented on the ODR (and who have been the target for the recent campaigns) have joined in increasing numbers, and now represent 32% of the overall ODR. Since 2014 we have seen the proportion of over-50s rebalance and outperform the overall growth. The over-50s group has moved from 37% to 40.5% of the NHS ODR.

There has also been a statistically significant increase in the overall consent rate, which has, in turn, fed through into an increase in donors, and the highest number of donations ever in a single year. Of those approached, 29% were on the ODR in 2015/16 vs. 24% in 2012/13. There have also been improvements throughout the consent journey: more families are being approached and more are giving consent, whether or not the deceased was on the ODR.

To create social change the YesIdonate campaign needs to influence family conversations. The evaluation of the 'hothouse pilots' – local campaigns, conducted between December 2015 and March 2016 – strongly suggest a relationship between campaigns and increased actions, since, where media spend was higher, registrations and conversations grew substantially, with 1 in 5 people taking an action vs. 1 in 10 in the national average. These local campaigns are targeted at high potential donor areas with low percentage rates on the ODR, and will next be extended to London. Small increases in the level of national conversations have also taken place during short term national campaign bursts. This cannot be sustained without further marketing investment to engage people in having a conversation about donation decisions on a more sustained basis.

4.4 Challenges

The 2014 strategy to revolutionise public behaviour in Organ Donation recommended that the budget after the pilot period should increase in order to meet the objectives it set out.

An increase in the ODR to 30m from 19.5m in 2013 was factored into achieving the 80% consent/authorisation rate by 2020, as was a rebalancing of the ODR and increase in family conversations. At the current level of investment projections are that the ODR will be at 27m by 2020 (a 3m shortfall), there will not be significant national progress in family conversations about their donation decision and we will not be able to make an impact in areas benefiting from local support. To try and counteract this a significant portion of the budget in 2017/18 will be dedicated to developing new interventions to stimulate family conversation.

Current linear modelling suggests that the impact of SNOD involvement, which is a known consent influencing factor along with being on the ODR will not take the overall consent/authorisation rate (C/A R) for the UK over 70%. It is anticipated that reaching 100% in DBD by 2018 will only support DBD C/A R from 69% today to 71% and 100% in DCD by 2021 will only support DCD C/A R from 57% today to 64%. As the consent/authorisation rate for those approached not on the ODR with a SNOD

involved is not increasing it is vital to achieve an underlying change in UK attitudes and culture to support the target.

It is clear from the stakeholder interviews that there is also more to be done to support advocates who are prepared to help us at a local level to deliver our messages. We will commoditise our materials and invest more in supporting local areas and the volunteer network, although at the current levels of funding we will not be able to provide intensive, central hands on support to many local areas.

5. Proposal

We have invested annually £1.2m in the behaviour change campaign in England in 2015 – 2017 and the plan is to maintain this to 2020 in addition to a recurring baseline budget of £750k. For 2017/18 we will:

- Develop a tool on the ODR that supports two-way conversation with loved ones through a variety of channels, using behavioural insights
- Develop an intervention for conversations as the basis for Organ Donation Week and build influencer support
- Continue work to secure major digital, government, NHS and insurance prompted choice registration partners
- Use paid media spend to support conversations and registrations primarily on social media and in London supporting this new 'hot house area'
- Develop the local support networks and resource for the existing 'hot house' areas in the North West and the Midlands and add in London
- Develop the online content hub giving supporters access to on and offline promotional materials and resources for the new cohort of volunteers
- Roll out in-hospital materials to all level 1 and level 2 trusts
- Develop donor family and recipient stories to support promoting the positive impact of donation
- Complete promotion of education materials aimed at Key Stage 3 and Key Stage 4 students
- Secure a new evaluation partner to track outputs and ultimate outcomes, including Value for Money
- Trial a new direct intervention to 16/17 year olds to instigate a conversation in their family unit
- Continue current BAME actions – the Muslim fatwa and social media targeted advertising.

6. Author

Ceri Rose, Assistant Director Marketing, 07823 351603

Responsible Director: Léonie Austin, Director of Marketing and Communications