

**NHSBT Board**  
25 January 2018

**Chief Executive's Board Report**

**1. Status – Public**

**2. Executive Summary**

This paper summarises key communications activity and highlights other issues of performance and risk.

**3. Action Requested**

**The Board is asked to:**

Note the report.

**4. Communications Activity Since Last Board Meeting**

**4.1. Internal Communications Activity**

Our focus has been supporting the transformation programme to communicate the need for change, with particular emphasis on engaging colleagues across the organisation with our financial context.

**5. Promoting Donation**

**5.1. Sustaining blood stocks over the Christmas period**

During December we focused on promoting the importance of making and keeping appointments during the festive period, focusing on vulnerable blood groups, using a combination of radio, PR, social and direct marketing.

Regional media work to support the appeal for B negative and O negative donors included 22 press releases for areas around donor centres. These generated around 50 items of coverage and we facilitated 12 interviews. Major regionals featuring the story included the Birmingham Mail, BBC North West Tonight, the Liverpool Echo and Sheffield Star, and variations on this were picked up by MailOnline, Express Online, and Radio 5 Live.

Mike Stredder and I visited our Manchester centre to thank colleagues for their work during the bomb attack last summer and to make the Team of the Year Award to those colleagues unable to attend the Employee Recognition event in November. Whilst there I was able to share our blood donation message in interviews with BBC North West Tonight, ITV Granada, and BBC Radio 5 live

During December 2017, we created the B Positive Choir to help raise awareness of the need for new donors to come forward to donate. The B Positive choir is formed of people who have been touched by sickle cell disease. Activities included appearance at the MOBO Awards, a drive for the single to be featured in the UK singles chart and various PR appearances/coverage. We received a mixed selection of TV, Radio, Print and Digital coverage. It was supported by owned, earned and paid media.

Overall we achieved a 29% increase on registrations compared to the same period last year (25,864 for December 16 and 33,290 for December 17) and a 26% increase in traffic to the website.

### **5.3 Promoting organ donation**

We launched our Words Save Lives campaign in London on 8 January to encourage people living in the Capital to talk about organ donation. The organisation is focusing on London in this campaign because 1 in 5 people on the Transplant Waiting List live in the city. Almost half of families approached about donation in London do not go ahead. Changing attitudes and behaviours around organ donation in London could see more lives saved in London and across the UK. The campaign includes a partnership with Capital Radio, radio airtime, out of home advertising, social media advertising, press and social media activity, partner and stakeholder support.

Media coverage of the London campaign included ITV London, London Live, local media, and ethnic media including Keep The Faith magazine.

Our pre-Christmas press release on the rise in the heart transplant waiting list was covered by ITV, The Daily Mirror, The Times and many other outlets via a Press Association story. We promoted a story to The Sun, which arose from the Order of St John Awards, about a dad's Christmas Eve death and donation.

### **5.4 Supporting the opt-out consultation**

We are taking the opportunity presented by the Government's organ donation consultation in England to educate people about the benefits of organ donation, the organ donation process and the importance of sharing your organ donation decision with your family. To support this we have created a number of new animations, infographics, myth-busting content and real life story videos that partners and campaigners can use to help promote organ donation.

## **6. Performance and Management**

Blood stock levels have been the dominant operational challenge over the last period. Over Christmas validated O neg stock fell to three days albeit supported by 1-1.5 days of Work In Progress. Continued strong performance

against the collection plan and small fall in demand has allowed stock to move back to better levels. The amount of work required to hold stocks at normal operational levels is significant.

The post-Christmas reduction in NHS planned activity is not showing a material slow down in blood demand at present. Platelet demand remains broadly flat.

Organ donation remains slightly behind plan overall but seems to be catching up. The strategy of aiming to reduce missed opportunities is continuing to be successful, with the ODT team tracking for another record year.

Demand for Therapeutic Apheresis Services is increasing with more patients being treated than ever before. Improving equity of access to treatment is the main priority and we have extended our services in London for adults. We have been providing an Automated Red Cell Exchange Service for patients with sickle cell disease in North West London on an interim basis for a number of months, and have now agreed to be the main provider of this service for the next 12 months for both adults and children. In January TAS will commence a pilot of a new Saturday service in the North West. Routine services are provided Monday to Friday and will now include a Saturday shift. The TAS 2017/18 annual Patient Experience Survey achieved an outstanding Top Box score of 97%.

Filton Eye Bank successfully implemented Pulse in December to manage the issue of corneas. November was a record month for serum eye drops (170 batches issued) in November with 35% growth over the same period last year. Cornea stocks are healthy.

During 2017, Innovate UK ran a competition to establish three Advanced Therapy Treatment Centres (ATTC). Two winning consortia have been announced; the Midlands and Wales ATTC, and the Northern Alliance ATTC. NHSBT is collaborating in both consortia and has been provisionally awarded £350K over three years to establish a training program (Midlands and Wales) and contribute towards supply chain optimisation (Northern Alliance). Participation in these consortia will afford an opportunity to work collaboratively with a wide range of UK organisations leading the development and adoption of ACGT.

The Clinical Biotechnology Centre (CBC) has been awarded an Engineering and Physical Sciences Research Grant worth £600k in collaboration with Imperial College in London. The aim is to develop vaccine methodologies for low income economies. The landmark project will help to increase vaccine coverage across the globe and improve the response to deadly outbreaks through the deployment of life-saving vaccines.

This year saw the 9000<sup>th</sup> solid organ patient supported by H&I, transplanted in Newcastle.

In the last few months (May-Nov) we have had a high number of regulatory and accreditation inspections from HTA, MHRA and UKAS. We have received seven Major non-compliances from the MHRA; at Manchester (one in May and one in November), Plymouth (1), Colindale (3) and Filton (1), which have all been reported to the GAC (except the latest one in Manchester in November). The main trend within the non-compliances is the volume of overdue items within the Quality Management System, e.g. incidents, change controls, etc. The Executive Team have agreed to provide renewed focus on this area with monthly reporting and significant action by Directorate management teams in an attempt to resolve the issues as soon as possible.

Since the last Board meeting there have been two MHRA inspections, the first at the National Bacteriology Laboratory in Colindale which went very well with no Major items raised. The other was an inspection of our Advanced Therapy Unit in Birmingham (8/9 January) where five Major deficiencies were raised. This is a very disappointing inspection result which requires thorough investigation and a robust action plan to address the issues raised. A team of senior Operational and QA staff has already commenced work to complete the root cause analysis and develop the action plan. Ian Bateman and Huw Williams are personally overseeing the work and will ensure that it is completed quickly and effectively; and that communications with the MHRA are managed appropriately.

The new donor deferral guidelines expanding the number of people who can give blood went live w/c 27<sup>th</sup> November. A small number of operational changes such as detail on the Donor Health Check forms will not be ready until January but training has been delivered to ensure this should not prevent donation.

Core System Modernisation programme is now live with two early releases (E mail and venue management). Planning work continues with the aim of delivering revised Business case in March 2018. External assurance reported to the GAC. They noted a positive direction of travel in the governance activity but did express concern about pace and resourcing.

The Your Voice survey undertaken at the end of 2016 highlighted a number of areas where we needed to take action to see an increase in employee engagement. To achieve this we need to recognise the importance of the culture within which we work and that as leaders we need to do all we can to set the tone appropriately.

As part of this ongoing work we have reflected on the name of the Workforce Directorate and feel that this needs to be renamed to not only be focussed more around people and colleagues but to recognise the developments in this area of expertise and keep pace with other organisations. The Workforce Directorate will become the People Directorate which will demonstrate the ongoing focus of the directorate being centred around the people of NHSBT and supports the high engagement culture we are trying to generate

Mike Stredder and Katherine Robinson have been working with NHS Employers on their Step Into Health Programme which gets veterans into employment in the NHS. We will be joining a number of other NHS organisations to sign up to the Step Into Health Pledge.

Following a very busy year of fundraising, I am pleased to announce that colleagues have raised an incredible £34,000 for our charity partner Bloodwise in 2017. This is nearly 4x what was raised in 2016 and over 8x what was raised in 2015. Activity ranged from cake sales and raffles to sponsored runs.

## **7. Activity in the next period**

The consultation to shape the Inquiry into tainted blood products from the 1970/80's closed on 18<sup>th</sup> October. The Cabinet Office have taken over leadership of the setting up of this work. We have offered whatever help is necessary, but little has changed since my last report.

A Private Members Bill to promote an opt out system in England is being brought by Geoffrey Robinson MP. It is expected to have a second reading on 23 February 2018. A Department of Health consultation on opt out will run until March. It is not yet clear what the path to legislation looks like for England, or the similar process for Scotland. We do however remain in close contact with both Health Departments.

From the start of February, Jersey will depend on UK blood stocks as residents won't be able to give blood on the island. The island's blood donation service will be temporarily suspended for three-four months. The decision has been taken so the service can be brought up to date with EU standards.

During January 2018, we are encouraging new donors to come forward via a campaign which focuses on new year's resolutions. The campaign will be delivered across multiple platforms and includes a significant investment in paid advertising on TV and video on demand to help boost registrations rates and build the donor base.

We launched in January the 'Date2Donate' series in which familiar faces from the world of entertainment share their experiences of giving blood to encourage friends, family and loved ones to come together on a regular basis to make a difference through giving blood. The video series captures the energy of the people that donate and offers glimpses into the donation process - an altruistic yet often daunting and misunderstood act.