

NHS BLOOD AND TRANSPLANT

National Organ Donation Committee

Revised ODT Trust/Board performance reports

Executive Summary

1. This paper summarises the recent improvements to the Organ Donation and Transplantation (ODT) trust/board performance reports in line with feedback provided by the organ donation community and the agreement of the continuous improvement review group.

Background

2. ODT trust/board performance reports are produced by Statistics and Clinical Studies (SCS) biannually. The content of these reports had not been reviewed for a number of years and some changes were required to address known issues relating to the appropriateness of the DCD approach rate and the presentation of small numbers.
3. Furthermore, with a strong ODT focus now on missed opportunities and actions recommended in the supplementary TOT2020 Strategy action plan, the new TOU2020 Strategy and the Emergency Department Strategy, consideration needed to be made as to how to incorporate these into the trust/board performance reports.
4. As a result a survey was conducted at the beginning of the year asking for feedback, from the main stakeholders, on the executive summaries and detailed reports produced at that time. Following this a continuous improvement (CI) event was held in June to agree the detail of the new format of the reports.

Key issues identified and agreed actions

5. There were over 300 responses to the survey on the executive summary and the detailed report. These were from a range of individuals across the organ donation community, including 7 Chief Executives (CEO), 29 Medical Directors, nearly 150 CLODs and RCLODs, around 80 SNODs, Regional Managers (RM) and Team Managers (TM) and 60 Organ Donation Committee chairs (ODC) and ODC members.
6. The one-day CI event was well attended by around 20 people, with a range of representation from ODT staff, the deputy National CLOD, RCLODs, CLODs, SNODs, TMs and the Lead Nurse for Paediatric

Donation and Transplantation. Following discussions at the workshop a number of actions were agreed to address the issues identified with the current trust/board reports. The main issues and actions agreed are identified in **Table 1**.

7. Some examples of the changes made are presented in the **Appendix**.

Delivery of the new reports

8. ODT SMT have approved the new CEO letters and the revised format of the summary and detailed reports and Ian Trenholm has agreed to have the CEO letters sent out automatically on his behalf. The provisional trust/board reports have been sent out and are currently being validated and checked by the organ donation services teams (ODST).
9. The validated CEO letters and trust/board performance reports will be sent out by the end of November. Team reports will be sent out at the same time as will the nation reports which will be sent to the relevant Departments of Health.
10. The validated letters and reports will be distributed in the following way:-
 - i. CEO letters will be emailed to all Chief Executives and Medical Directors on behalf of Ian Trenholm.
 - ii. CEO letters, summary and detailed reports will be emailed to the relevant TM and RCLOD. One email per trust/board.
 - iii. TMs will forward emails, with letters and reports attached, to the relevant SNODs, CLODs and Donation Committee Chairs.
 - iv. All Trust/Board reports will be available in the relevant folders in the G drive and the summary reports, produced in May, will be available on the ODT clinical website [ODST](#) page.
 - v. Team summary and detailed reports will be emailed to the relevant RM and RCLOD and stored in the G drive. Team summary and detailed reports, produced in May, will be available on the ODT clinical website [regional reports](#) page.
 - vi. Nation summary and detailed reports will be emailed to the relevant Departments of Health and will be available to others upon request to SCS.
11. Statistics and Clinical Studies would like to thank all those involved for their contributions to the new and improved reports.

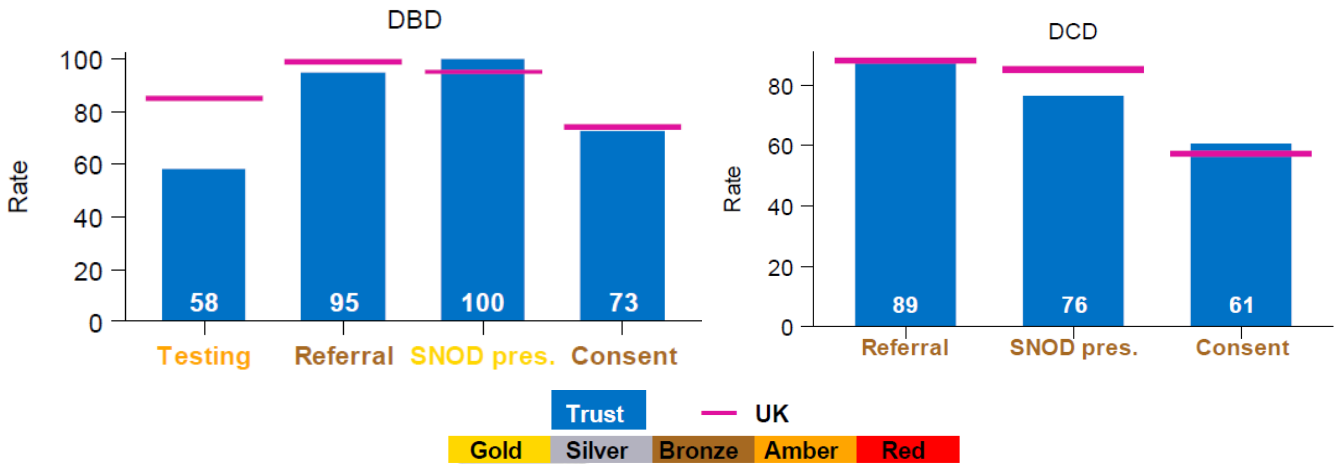
Becca Curtis and Sue Madden
Statistics and Clinical Studies

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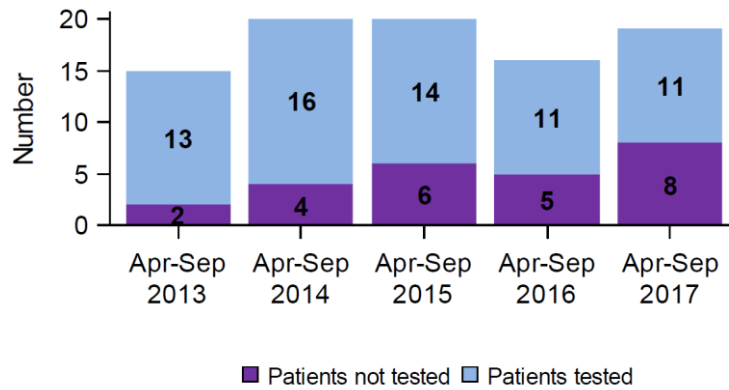
Table 1	Key issues identified and actions taken to improve reports	
Key area	Key issue/requirement	Action taken
Communication with Trust/Board Chief Executives and Medical Directors	More effective and concise summary required	<ul style="list-style-type: none"> • Replaced old executive summary report and cover letter with a one page automated letter from the NHBST Chief Executive • Combined DBD and DCD figures for one simple message • Focus on missed opportunities and best quality of care that the Trust/Board can influence, i.e. only report referral and SNOD presence • GoSBAR scheme referenced with lay terminology, i.e. exceptional (gold), good (silver), average (bronze), below average (amber) and poor (red)
Presentation of small numbers	Rates are subject to considerable variation where numbers are small Funnel plot comparisons are inappropriate	<ul style="list-style-type: none"> • Removed presentation of rates where numbers are smaller than 10 • Removed funnel plots from reports for level 3 and 4 trust/boards • When including funnel plots in level 1 and 2 reports only data for trust/boards of the same level will be presented as points on the funnel
DCD approach rates	DCD approach rates are underestimated due to current DCD assessment practice	<ul style="list-style-type: none"> • DBD and DCD approach rates have been removed from all reports.
Missed opportunities and cases for review	Increase awareness of 'missed opportunities' in line with ODT focus	<ul style="list-style-type: none"> • Numbers of missed referrals and occasions where a SNOD was not present reported in CEO letter • New five year bar charts for BSD testing, referral, SNOD presence and consent added to detailed reports for all trust/boards in a new section titled 'Best quality of care in organ donation'
Emergency department (ED) strategy		<ul style="list-style-type: none"> • ED section added to detailed report for all trusts with an ED
Organ Utilisation strategy		<ul style="list-style-type: none"> • Reference to organ acceptance and decline rates added to CEO letter via link to Organ Specific reports where trust includes a transplant unit
Supplementary action plan for TOT2020 Strategy	Revise the information, layout and dissemination of the trust/board organ donation performance reports so they have greater impact	<ul style="list-style-type: none"> • Information has been added (e.g. number of patients dying while waiting in the local region), the layout and dissemination has changed considerably with the introduction of the automated letter.

Appendix

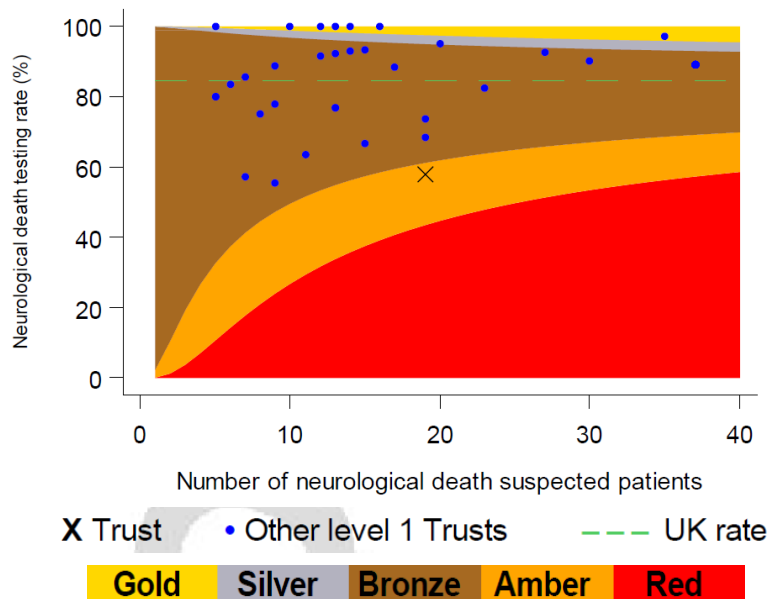
a. Example Trust/Board UK comparison bar charts with GoSBAR colour scheme



b. Example of new bar chart featured in Best Quality of Care in Organ Donation section



c. Example of amended funnel plots included for Level 1 and 2 Trusts/Boards



d. Example of new charts included emergency department section for all reports

