

Welsh Blood Service

# Blood and Transplant Services for the Future

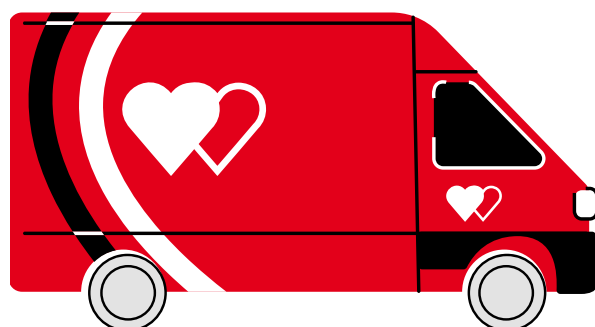
Our Strategy for 2023 - 2028



5 Year Strategy 2023/24 – 2027/28

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# Foreword

A very warm welcome to the Welsh Blood Service strategy. We are extremely proud of the excellent care and services we provide to patients, donors, a wide range of partners and our track record of success.

We care deeply about the communities we serve and see clearly the difference that a safe, high quality, accessible and sustainable blood service can make in supporting us to continually improve the quality, safety, experience and outcomes of the services we provide.

The provision of a high quality blood service is integral in us achieving our ambitions as it needs to respond effectively to the needs of our patients, donors and staff, together with the services we provide and the broader needs of the communities we live and operate in.

The Welsh Blood Service Strategy sets out our vision for blood and transplant services in Wales for the next five years. It sets out where we are now, where we want to be in 2028 and the steps we will take to get there.

Importantly, it describes how we will work with our staff, donors, patients and communities to ensure they have a safe and enjoyable experience which helps to improve their overall health and well-being; together with our role in making a wider contribution to the communities and society we serve.



## Who we are and what we do

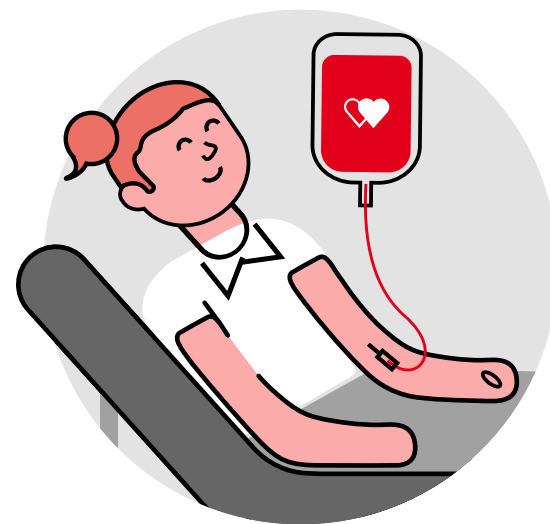
The Welsh Blood Service is a division of Velindre University NHS Trust and plays a vital role in giving thousands of people, across Wales and internationally, a lifeline in their time of greatest need. We are the primary supplier of blood products to NHS Wales.

We strive to provide our donors with the best possible experience and deliver safe, high quality, modern and efficient laboratory, diagnostic and transplant services.

Strong clinical and scientific leadership and governance helps to ensure that the quality of our service remains at the forefront of our decision-making.

This assurance is maintained through our commitment to ensuring the services we provide meet the high standards of our regulators and auditors, such as the Medicines and Healthcare products Regulatory Agency (MHRA), Human Tissue Authority (HTA), UK Accreditation Services (UKAS) and the Health and Safety Executive (HSE).

Blood and transplantation is an evolving area of healthcare which encompasses a broad and transferable set of skills.



## We provide the following specialist services:

- Collection of voluntary, non-remunerated blood, platelet and stem cell donations from the general public.
- Processing and testing of blood donations.
- Distribution of blood and blood components to 18 hospitals across Wales.
- Provision of advice and guidance regarding appropriate blood component use to health boards across Wales.
- Provision of an antenatal screening service to hospitals.
- Specialist laboratory services, assisting the investigation of complex serological problems.
- The Welsh Transplantation & Immunogenetics Laboratory, providing testing and clinical advice on donor compatibility and selection to local providers of Renal and Stem Cell Transplant Services.
- Operates a panel of unrelated potential blood stem cell donors in Wales, the Welsh Bone Marrow Donor Registry, which exports stem cells to patients across the world and imports stem cells for the patients of Wales.
- Hosts the UK National External Quality Assessment Service (NEQAS) external quality assessment scheme for histocompatibility and immunogenetics and the Welsh Assessment of Serological Proficiency Scheme (WASPS) which contribute to the maintenance of quality standards in the transfusion and transplantation community.
- Holds a wholesaling licence to supply blood-derived medicinal products (both NHS and commercial) for purchase by our customer hospitals.
- Supports NHS Wales in assuring appropriate and prudent use of blood by facilitating and advising the Blood Health National Oversight Group.
- Provides logistic support to the NHS including the storage and distribution of the Coronavirus vaccine during the pandemic.

# Our Customer Hospitals

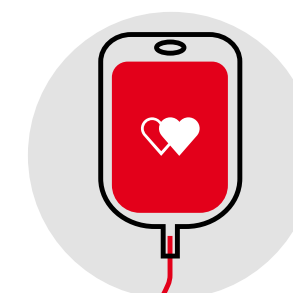


- |                               |                                    |
|-------------------------------|------------------------------------|
| 1. Bronglais Hospital         | 10. Singleton Hospital             |
| 2. Llandough Hospital         | 11. The Grange University Hospital |
| 3. Morriston Hospital         | 12. University Hospital of Wales   |
| 4. Nevill Hall Hospital       | 13. Withybush Hospital             |
| 5. Prince Charles Hospital    | 14. Ysbyty Glan Clwyd              |
| 6. Prince Phillip Hospital    | 15. Ysbyty Glangwili               |
| 7. Princess of Wales Hospital | 16. Ysbyty Gwynedd                 |
| 8. Royal Glamorgan Hospital   | 17. Ysbyty Maelor Wrecsam          |
| 9. Royal Gwent Hospital       | 18. Ysbyty Ystrad Fawr             |

# Everything you need to know...

## Blood Donors

We aim to collect around 100,000 whole blood donations each year. We need around 300 blood donations every day to meet patient need. We currently work with 4,000 community advocates to promote the importance of donating.



## Bone Marrow Volunteers

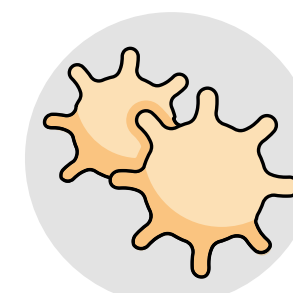
The Welsh Bone Marrow Donor Registry (WBMDR) is a panel of donors who have volunteered to become stem cell donors (donating bone marrow or peripheral blood stem cells). Stem cell transplants are used to treat certain types of cancer including blood cancer and other blood, immune system and metabolic disorders.



Currently, there are around 72,000 volunteers registered on the WBMDR volunteer panel. We need around 4,000 donors to join the panel each year. There were 32 stem cell donations from WBMDR donors in 2022.

## Platelet Donors

Platelets are a component of blood. They are tiny cells in your blood that form clots and are essential for helping patients fight chronic diseases, cancers and recover from traumatic injuries.



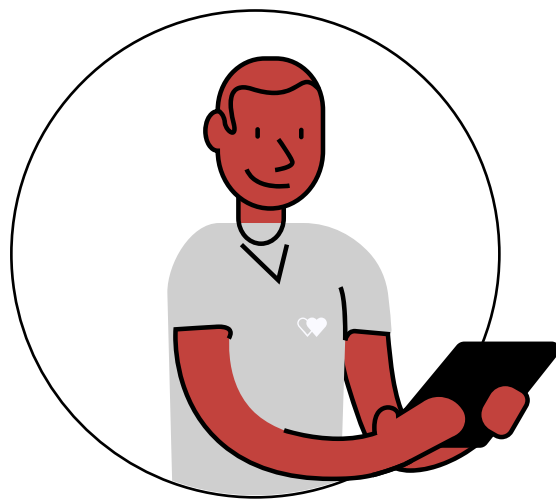
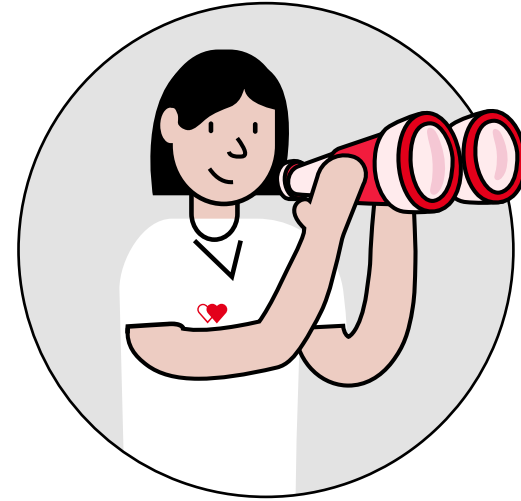
We aim to produce around 11,000 platelet donations each year, of which around 40% come from our platelet donors.

# Looking to the Future

The future for blood and transplant services in Wales is an exciting one. We will seek to:

- Build upon our existing services and capabilities to improve what we do currently; and
- Develop a new range of services and expertise to support the development of healthcare and well-being across Wales. Our areas of focus will include plasma for medicines and support national resilience in the supply of plasma-derived products.

**This aligns with the Velindre University NHS Trust strategy 'Destination 2033' that sets out a clear direction for the organisation over the coming years.**



We have established the WBS Futures initiative to be the vehicle to deliver our aspirations and shape our services for the future.

**WBS Futures** will enable us to:

- Drive a culture of excellence
- Put scientific and clinical leadership at the forefront of future service provision
- Work in partnership and collaboration with our staff, our donors and the public
- Develop the service model and future service configuration

Our six key workstreams cover:

- Talbot Green Infrastructure Programme
- Plasma for Medicines Programme
- Welsh Bone Marrow Donor Registry Programme
- Laboratory Services Modernisation Programme
- Collection Services Modernisation Programme
- Digital Modernisation Programme

# Quality at our Heart

The Health and Social Care (Quality and Engagement) (Wales) Act 2020 places a duty on WBS to consider the 6 domains of quality in everything we do. Quality means safe, timely, effective, efficient, equitable and person-centred health care which is embedded within a culture of continuous learning and improvement.

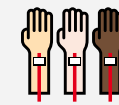
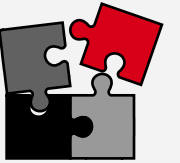




Our Vision

**To be recognised by the people of Wales and our peers as a leader in transplant and transfusion services**

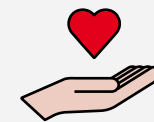
## 7 Strategic Themes



Build a sustainable donor base that meets clinical need and represents the diverse communities we serve.



To provide a world class donor experience.



Drive the prudent use of blood across Wales.



Quality, safety and value: doing it right, first time.



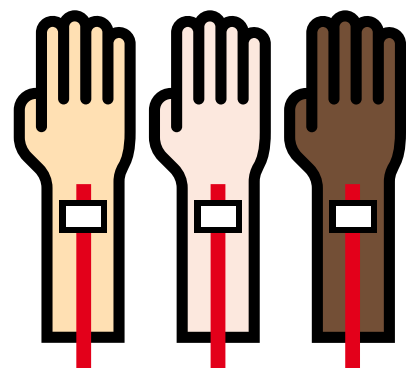
Achieving excellence in research, development and innovation to improve outcomes for our donors and patients.



Sustainable services that deliver the greatest value to our communities.



Develop great people and a great place to work.



## Strategic Theme 1:

Build a sustainable donor base that meets clinical need and represents the diverse communities we serve.



### Our Objectives are to:

- Make it easy for people in Wales to repeatedly donate.
- Make it easy for the people of Wales to become bone marrow volunteers.
- Improve our donor experience and increase donor retention, loyalty and advocacy.
- Have the right type and number of donors, in the right place at the right time, collecting only what hospitals need.
- Develop a donor base which represents the diverse communities we serve.

### We will:

- Expand and explore partnership opportunities to sustain our donor base and improve diversity, working in collaboration with our partners.
- Introduce new technology to identify, engage and motivate our donors more effectively.
- Use behavioural insights to better understand our donors and tailor our engagement to meet their needs.
- Continue to work with a wide range of stakeholders to develop a plan to increase the amount of donors from diverse communities.





## Strategic Theme 2:

To provide a world class donor experience.



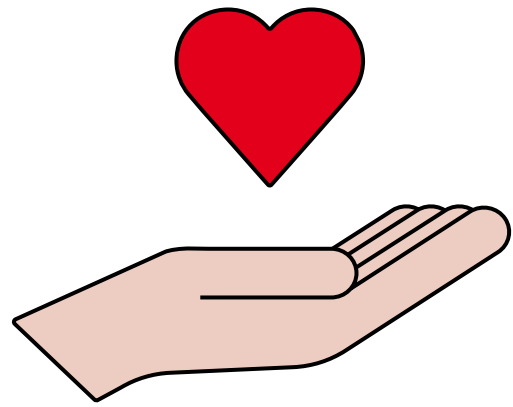
### Our Objectives are to:

- Put donors at the heart of our decision-making ensuring service development is informed by them.
- Use innovative solutions to provide the best donor experience before, during and after donating.
- Deliver a more person centred service and experience for our donors.
- Provide our donors with the information they need to make informed choices.

### We will:

- Develop a Donor Strategy that will enable us to firmly embed the voice of all our donors.
- Adopt a user based design approach for service developments which uses people's experiences to increase the value we provide.
- Implement our Digital Development Plan to ensure we make best use of new technology.
- Implement a donor app to empower donors to self-serve.
- Improve our website to provide support and resources for our donors.





## Strategic Theme 3:

Drive the prudent use of blood across Wales.

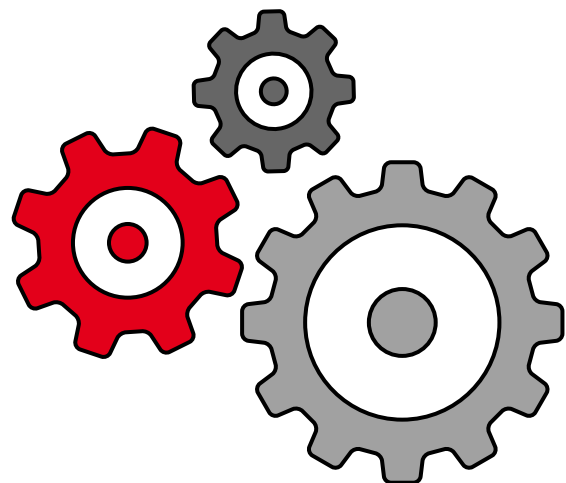


### Our Objectives are to:

- Provide system leadership in prudent use of blood.
- Support the maintenance of good blood health in donors across Wales.
- Work with partners to deliver a system which utilises blood components in clinical settings in an efficient and prudent way.

### We will:

- Continue to develop our system leadership role to support the health care system across Wales.
- Work collaboratively with health boards to implement the Blood Health Plan.
- Support effective planning and management of the blood supply chain, identifying best practice principles for stock management and blood usage.
- Use evidence and data to support the reduction in avoidable variation across hospitals in Wales.
- Standardise education, procedures, guidelines and policies to promote a safe, best practice, and consistent approach across Wales.



## Strategic Theme 4:

Quality, safety and value: doing it right, first time.



### Our Objectives are to:

- Implement the Duties of Quality and of Candour in line with legislation.
- Minimise potential harm to our donors, patients and staff.
- Implement innovative service improvement opportunities to improve the quality and safety of the services we provide.
- Maximise the use of technology to deliver efficient services and no avoidable waste.
- Nurture a culture of learning and continuous improvement.

### We will:

- Implement a Quality Hub structure that oversees the experience of service users alongside regulatory and clinical governance standards in line with the Duty of Quality.
- Streamline, digitise and automate our processes to improve safety and efficiency and minimise waste.
- Optimise our operational footprint and staffing models.
- Gain efficiencies from scale and our collective expertise.
- Drive continuous improvement using service improvement methodology, benchmarking, data and analytics, as well as international best practice.



## Strategic Theme 5:

Achieving excellence in research, development and innovation to improve outcomes for our donors and patients.

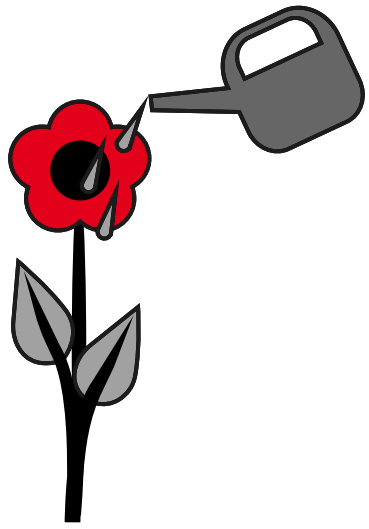


### Our Objectives are to:

- Utilise research, development and innovation to support the evolution of existing services and the development of new services and products.
- Develop our research, development and innovation capacity and capability.
- Develop our research, development and innovation infrastructure to support increased activity.

### We will:

- Develop a research, development and innovation strategy.
- Align our processes and systems with major developments in science, infrastructure, technology and informatics.
- Establish systematic approaches to horizon scanning and integrate them into our research programme.
- Integrate system wide data sets to develop insights.
- Develop our research capacity by increasing the number of staff actively involved in research, development and innovation.
- Increase the number of staff undertaking formal research programmes e.g. MSc; PhDs etc.
- Actively identify and partner a range of NHS, commercial and academic institutions to develop an exciting programme for Research Development and Innovation which supports transformational service change and improved outcomes.



## Strategic Theme 6:

Sustainable services that deliver the greatest value to our communities.



### Our Objectives are to:

- Reduce our impact on the environment.
- Achieve carbon neutral.
- Increase the bio-diversity on our sites.
- Provide a wide range of benefits and value to the communities we serve.

### We will:

- Deliver our decarbonisation plan and transition to renewables.
- Work collaboratively with the local community and our partners to implement our bio-diversity plan.
- Work with local community organisations to deliver environmental sustainability initiatives.
- Utilise digital technology to improve efficiency and minimise waste.



## Strategic Theme 7:

Develop great people and a great place to work.



### Our Objectives are to:

- Develop a culture where staff feel valued, their opinion matters and their well-being is paramount to our shared success.
- Create an environment which enables our staff to feel motivated and able to achieve their potential.
- Promote transparent and collaborative decision making.
- Create high quality places to work from and more flexible ways of working that attract and retain the best talent.

### We will:

- Develop our strategic workforce planning to ensure we have the people, with the right skills, in the right place at the right time.
- Provide excellent learning and development opportunities and flexible career pathways.
- Deliver more integrated and collaborative working with health, academia and industry ensuring the development of high quality, technology enabled learning environments.
- Support increased academic and vocational training and development to maximise opportunities for all entry pathways and ensure inclusivity.
- Improve our approach to succession planning through implementation of our talent management plan.
- Refurbish our buildings and facilities to provide a better working experience.
- Implement a flexible approach to working (remote and office based) which supports staff well-being and meets business need.



# Measuring our Success

## **Build a sustainable donor base that meets clinical need and represents the diverse communities we serve.**

- % recruitment of new 16-30 year old stem cell donors.
- % recruitment of new whole blood and apheresis donors.
- % of occasions WBS have had to import blood.
- % increase in our donor pool from ethnic minorities.
- % of our donor pool that represents communities we serve.

## **To provide a world class donor experience.**

- % of donors that rate their experience as excellent.
- % of deferrals on clinic.
- % of successful donations.
- % of donors who recommend the Welsh Blood Service.
- Compliments.
- Concerns.

## **Drive the prudent use of blood across Wales.**

- % O D Negative blood against overall blood issues.
- % wastage of blood components in hospitals across Wales.
- % cell salvage used as alternative to transfusion.
- Anaemia pathway outcomes.

## **Quality, safety and value: doing it right, first time.**

- % of time expired blood components.
- % of demand for blood components met.
- % of Patient Testing turnaround times.
- % of serious findings by regulators and professional bodies.
- % serious untoward incidents.
- % never events.
- % customer hospitals satisfaction.
- % compliance with guidelines and standards.
- Productivity levels.

## **Achieving excellence in research, development and innovation to improve outcomes for our donors and patients.**

- Impact of our research and development.
- Staff who are routinely involved in research, development and innovation.
- Impact of our innovation.

## **Sustainable services that deliver the greatest value to our communities.**

- Water consumption.
- Energy consumption.
- Renewable sources.
- Carbon footprint of the estate.
- Net bio-diversity gain: value of natural capital.
- Sustainable development assessment: our contribution to communities.
- Social value: our contribution to society.
- % of fleet which is electric/hybrid.

## **Develop great people and a great place to work.**

- % attendance at work.
- % mandatory and statutory training.
- % of staff who've taken up education and training opportunities.
- % of staff who rate us as an excellent employer.
- % of staff who would recommend us as an employer to their family or friends.
- % of workforce who are Welsh speakers.
- Diversity of our workforce.





**Blood and Transplant Services of the Future**  
Welsh Blood Service