



Welsh Blood Service

All Wales Blood Service Programme Vision

Version 0.6d



Version

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Approvals

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This document can be found on the Welsh Blood Service Shared Folder at
e:/ProjectManagement/All-WalesBloodService/Programme Vision



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Introduction

This document aims to define the very exciting service changes that are planned for the Welsh Blood Service between now and 2016 when an All Wales Blood Service will be created.

Background

On the 13th of June 2012 Lesley Griffiths, the then Minister for Health and Social Services, produced a written statement announcing the Welsh Government's intention to establish an All Wales Blood Service by 2016.

Setting the Scene

In Wales the collection, processing and distribution of blood products is carried out by two high quality organisations – Velindre NHS Trust facilitated by the Welsh Blood Service (a division of Velindre) and NHS Blood and Transplant (NHSBT) in North Wales. NHSBT also serves England.

The Health Minister confirmed the plan to change these current arrangements, and put in place sustainable arrangements that fit more closely with Wales's national aspirations for its Health Service as outlined in the Welsh Government's "Together for Health" vision. The main drivers of this vision are the streamlining, integration and modernisation of services whilst acknowledging some of the demographic challenges faced in Wales.

The Minister strongly believed that the formation of an All Wales Blood Service would therefore allow the Welsh Blood Service to plan better and build further resilience to ensure the long term security of collection, processing, testing and supply of blood in Wales is maintained.

Velindre NHS Trust warmly welcomed the Ministers announcement and we are looking forward to creating an All Wales Blood Service for the benefit of our staff, donors, customer hospitals and recipients of blood products.



This document is therefore split into a number of key sections which are described below:

Section 1: Programme Aims and Objectives

This section describes what we plan to achieve as part of the All Wales Blood Service programme, our aims, and the challenging objectives we are setting ourselves to ensure we maintain the quality of service you are used to, or would expect.

Section 2: What Our Current and Future Services Will Look Like

In this section we will describe what our current and future service model will look like, and how all of the varying aspects of the service will effectively come together to provide a national service.

Section 3: How We Will Achieve an All Wales Service

This section will describe how we will harness the dedication of our staff, donors and patients to shape the future of the All Wales Service. It will further describe how we will plan and deliver the new service safely whilst maintaining our very high standards and regulatory requirements.



Section 1: Programme Aims and Objectives

At the Welsh Blood Service we set ourselves very high standards in the services we provide, we believe that it is important to deliver high quality inclusive services that demonstrate value for money for the people of Wales. That's why we feel it is important to define our aims and objectives from the outset.

Objective 1

The All Wales Blood Services programme will deliver a national blood service by 2016 as mandated by the Minister of Health and Social Services 2012.

Objective 2

We will continue to supply life saving and life enhancing blood components to our patients. The programme will ensure that the supply of blood components is not affected by the service changes, and that post 2016 the Welsh Blood Service will work towards a sustainable service in Wales with minimal reliance on external partners.

Objective 3

The All Wales Blood Service Programme will achieve value for money for the people of Wales whilst maintaining a high quality and customer focused service. Once the service has been established and reached a "steady state" it will be possible to drive efficiencies in certain areas of the service by implementing new ways of working.

Objective 4

The All Wales Blood Service Programme will maintain effective relationships with its Donors, Patients and Staff, Customer Hospitals, Regulators and the Citizens of Wales.





The Welsh Blood Service is committed to improving services for the people of Wales. Over recent years the Welsh Blood Service has seen significant improvements in the way it works by delivering change programmes that have benefited our donors, patients and our staff whilst maintaining high quality throughout.

In this programme we aim to:

- **Improve services for all users**
- **Provide consistently high standards to all**
- **Maintain stringent quality standards**
- **Be receptive to change**
- **Demonstrate value for money**
- **Meet Commissioner expectations**
- **Motivate and develop our staff**
- **Deliver shared outcomes**
- **Engage fully with stakeholders**



Section 2: What Our Future Service Will Look Like

This section describes what our current and future service model will look like, and how all of the varying aspects of the service will effectively come together to provide a national service by 2016.

2.1 The Current State

The most fundamental change required to create an All Wales Blood Service is for the Welsh Blood Service to effectively take over the functions carried out by our blood service colleagues (NHSBT) in North Wales.

NHSBT's current configuration is as follows:

Staffing

NHSBT current employs 41 staff in a range of roles across North Wales. Roles include Management, Registered Nurses, Blood Collection Staff, Donor Relationship staff and Drivers.

Collections

The blood collections across North Wales are undertaken by two teams who are based in Wrexham and Caernarvon. These teams can collect up to c.29,000 units of blood per year – 10,000 in England and 19,000 in Wales.

Hospital demand in North Wales hospitals is c.22,000 units per year. Like all blood services, NHSBT makes up any local shortfall from its national collection programme.

NHSBT tell us that Wrexham and Caernarfon collection teams score highly on donor satisfaction and clinical measures. Hospitals in North Wales have given high scores for overall satisfaction.

Processing & Logistics

Blood donations from North Wales are generally processed and tested in Manchester, before being distributed across England and North Wales in accordance with patient need. Finished blood components are usually issued to North Wales hospitals from Liverpool.







2.2 The Future State

The Welsh Government has given the Welsh Blood Service a unique opportunity to become an All Wales Service by 2016. This allows the Welsh Blood Service to be able to put into place arrangements that will better support our donors, patients, and customer hospitals from 2016 and well into the future.

The new service can be described in the following way:

Staffing

The All Wales Blood Service Programme, will plan, develop and implement all of the workforce and organisational change functions in support of the transfer of staff and services from NHSBT into Velindre NHS Trust by 2016 in accordance with the programme timetable.

These staff will be joining an existing workforce of more than 400 dedicated professionals who have many varied roles and responsibilities. It is our key priority to continue to deliver a high-quality and safe service to our donors and customer hospitals through our staff. It is their responsibility to provide products and services effectively, efficiently and safely, ensuring products are readily available whenever and wherever they are needed.

As well as existing roles there will be additional roles created in North Wales to support the changing service model.

Collections

The blood collections across North Wales will continue to be undertaken by the two existing teams and we plan to base these teams in Wrexham and Bangor by 2016.

The existing teams may be asked to collect at new or additional clinics in Wales, while NHSBT will make arrangements to continue collecting in England.

The Welsh Blood Service greatly values the support of its donors and maintains close relationships with them. The donor panel in North Wales will be expanded to meet the shortfall left when blood collection stops in England. The Welsh Blood Service will develop relationships with businesses and institutions in North Wales to encourage donations - this practice has yielded 30% of all donations in South Wales and is a proven model. In addition the Welsh Blood Service will target communities in North Wales that are currently not serviced by NHSBT.

Estates Development

It has been recognised that there is a requirement to provide a Stock Holding Unit (SHU) in North Wales for storage of blood products prior to distribution to Betsi Cadwaladr University Health Board (BCUHB) hospitals. It is also recognised that blood collected from the two teams based in North Wales (currently based in Caernarfon and Wrexham) would need to be returned to this unit for temporary storage prior to shipping to Talbot Green for processing and testing.

For logistical reasons, a Stock Holding Unit in North-East Wales is strongly preferred, with a facility in or near Wrexham being the obvious choice.



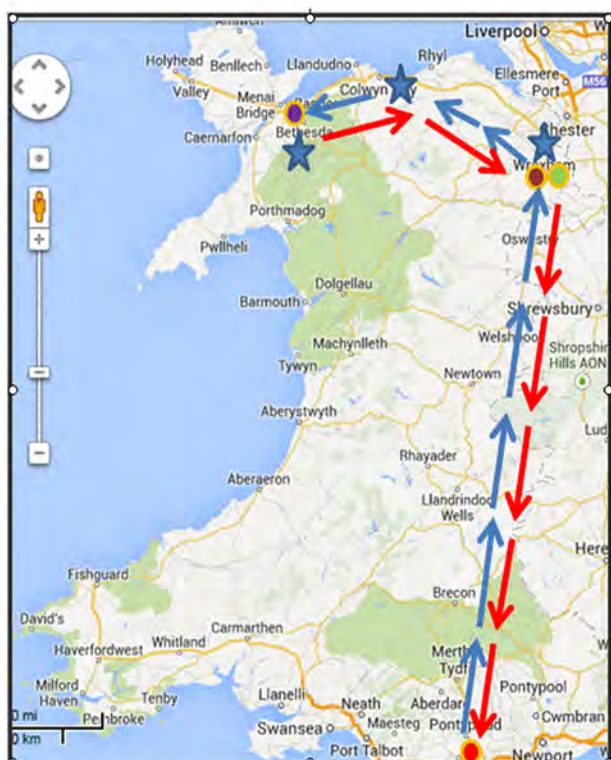
Processing & Logistics

In the future, blood collected by the two North Wales teams will no longer be transported into England for processing. Instead blood collected in North Wales will be delivered to a new stock holding unit in North East Wales set out below. The Stock Holding Unit will be staffed by a multi-skilled workforce that has responsibility for the management and safe distribution of the blood products.

From the Stock Holding Unit, donated blood will be transported to our headquarters in Talbot Green, South Wales for processing in our laboratories. Detailed planning will take place to determine the best possible timings for the collection of donations across North Wales, the transportation to the Stock Holding Unit, and onward journey to Talbot Green for processing.

Processed blood will be sent to the North Wales Stock Holding Unit for distribution to the three customer hospitals in North Wales, namely Wrexham Maelor, Glan Clwyd and Ysbyty Gwynedd.

The service model has identified that each customer hospital will be able to hold an increased amount of blood products, which will increase resilience, reduce ad hoc and emergency deliveries, and ensure that each hospital has access to sufficient quantities of safe blood components to meet their needs. This model has proved successful in South, Mid and West Wales where it has been embedded for many years.



★ **Three North Wales Hospitals**

● **Wrexham Team Base**

● **Bangor Collections Team Base**

● **Stock Holding Unit Wrexham**

→ **Flow of newly donated blood**

→ **Flow of newly processed blood products**

● **Welsh Blood Service HQ/Laboratories**



Section 2: What Our Future Service Will Look Like

Donor Engagement

Welsh Blood Service values its donors greatly and takes pride in its donor services. Therefore, donor engagement, recognition, support and retention will be provided by a mixture of local action and the use of existing functions and structures already servicing our donor panels.

Clinical Services and Training

Providing an All Wales Blood Service means that clinical advice will be available from the Welsh Blood Service for all areas of Wales.

Advice is typically sought in the following areas:

- Problem antenatal cases
- Complex serology cases
- Information on component recalls

In addition the Better Blood Transfusion Team provides support for education and audit and supports the effective, safe and appropriate use of blood and alternatives.

Special Circumstances

There will always be the need to provide urgent specialist blood products for patients with very rare and bespoke requirements. Arrangements already exist between the Welsh Blood Service and NHSBT to service these urgent needs. These instances are very rare but do require the Welsh Blood Service to ensure as part of this programme that the relevant mechanisms are in place to cater for these circumstances when they arise.





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Section 3: How We Will Achieve Our Vision

The People

The All Wales Blood Service programme recognises the significant contribution our Staff, Donors, Service Users and other Blood Services in the United Kingdom can add to shaping future services.

The programme intends to use all means possible to engage and collaborate with partners to ensure that the programme is a success and meets the very high expectations of our service users.

Planning For Change

The Welsh Blood Service will use the most up to date programme and project management methods to effectively deliver the programme.

These methods are recognised as best practice in the NHS and when utilised they provide the best possible means to delivering organisational change.

The methods help to:

- Monitor and control costs associated with the service change;
- Maintain the quality of the service;
- Ensure that the programme is delivered in a timely manner; and
- Deliver the maximum benefits derived from the service change.

The Welsh Blood Service will be developing a small team of individuals who will work on the All Wales Blood Service programme to ensure it receives the right level of support and expertise to succeed.

Programme Governance

The AWBS programme recognises the need to ensure that there is adequate governance within the programme at all levels. The governance arrangements in the programme should support sound decisions being made.

Our specialist commissioners, The Welsh Health Specialist Services Commissioner (WHSSC) form an integral part of our Programme Board, as do Betsi Cadwaladr University Health Board as the customer Health Board in North Wales.

Key areas that make up the overall programme governance are:

- Benefits Management
- Information Management
- Risk and Issue Management
- Monitoring and Control
- Quality Management
- Resource Management
- Stakeholders and Communications



Designing a Structure to Deliver

At the Welsh Blood Service we are very proud of our highly trained staff who deliver a high quality service 365 days a year 24/7 and in all weathers. We aim to harness ideas from our staff to help shape the future of the service. This is why we have set up a structure which we believe will support the necessary changes. Overseen by a programme board, activities are split into work streams which are defined below.

What the Work Streams are responsible for

Each Work Stream has a Work Stream Chair. The Work Stream Chair is a senior manager who has the necessary authority to effectively manage the performance of their work stream in delivering the required actions.

Service Design

The Service Design work stream is tasked with designing how the All Wales Service will look and will define the new service model. The staff in the work stream have substantial knowledge in aspects of service delivery and understand the need for all departments within the service to work harmoniously together.

Asset and Estates

The Property, Assets and Estates work stream is tasked with providing the physical resources to support service delivery. Specifically, this work stream will deliver the Stock Holding Unit in North East Wales, the vehicles and other associated equipment required for the safe storage of Blood and Blood Products.

Workforce and Organisational Change

The Workforce and Organisational Development work stream is responsible for ensuring the legal transfer of staff from NHSBT to the Welsh Blood Service, the creation and recruitment of new roles for the Stock Holding unit, staff training, support and policy integration.

Finance

The Finance work stream will cost the varying service delivery models so that these can be presented for approval to our commissioners. The work stream will provide professional financial support and probity to the programme.

Information Management and Technology

The Information Management and Technology Work stream is responsible for ensuring that the right technology is available for staff to use in North Wales and that this integrates fully with our existing systems. The work stream is responsible for the secure and seamless transfer of donor information between services.

Communications and Stakeholder Engagement

The Communications and Stakeholder Engagement work stream have the responsibility to ensure that we are effectively communicating with all of our stakeholders.

