



End of Project Report

Transplant First

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Closure: End of Project Report

This is the Project Manager's opportunity to analyse and measure the performance of the project, as evaluated by the internal project team. The focus of this report is on how successful the **project** has been and not its end product. It will consider:

- Did the project achieve its objectives agreed in the Project Initiation Document?
- What issues were encountered?
- What was the impact of changes?

The report should be laid before the Project Board to agree project closure. The Board will then present this report to the Oversight Group who will give the approval to formally close this project.

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Amendment History

Version	Date	Amendment History
0.1	16/8/16	First draft for comment
1	7/9/16	Final draft for circulation

Approval

This document must be approved by the following:

Name	Title / Responsibility	Date	Version
Dr Kerry Tomlinson	Project Co-Lead		
Helen Spooner	Project Co-Lead		
Dr Clara Day	Renal Clinical Director		
Victoria Millward	CVD Head of Network		
Rob Wilson	Associate Director		
Dr Kiran Patel	Medical Director		

Related Documents

This end of project report should be read in conjunction with the following:

Name	Owner	Location
Project Initiation Document	Cecily Hollingworth	H:\Data\NHSCB BBC LAT\Networks and Senates\PMO\PIDS
Risk Log	Ben Knight	H:\Data\NHSCB BBC LAT\Networks and Senates\PMO\Control Documents\Risk Registers\Risk Register - WMCN & AT

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1 Background

Data analysis provided by the UK Renal Registry (UKRR) and NHS Blood and Transplant (NHS BT) demonstrated:

- Low live donor and deceased donor kidney transplant rates in the West Midlands compared to national data
- Low pre-emptive kidney transplant listing and transplant rates in the West Midlands compared to national data
- Low acceptance rates for deceased donor kidneys in the West Midlands compared to national data
- The West Midlands had some of the longest waiting times for kidney transplantation in the UK

Initiated by the Renal community in the West Midlands and supported by the West Midlands Clinical Network, Transplant First aimed to improve access to kidney transplantation in the West Midlands by increasing the numbers of patients listed for transplant pre-emptively (before they require dialysis) and reviewing the reasons for declining deceased donor kidneys.

2 Performance

Transplant First was proposed as a two-year project, which unfortunately had to finish prematurely due to a realignment of the Clinical Network's priorities. The project therefore did not achieve all the objectives identified in the Project Initiation Document (PID); further details of performance against the objectives can be found in the next section.

The project budget for 2015/16 was £11,000 and total spend for that financial year amounted to £11,135.55. The Clinical Network continued to support Transplant First during the first half of 2016/17 and total spend was £2,668. The breakdown of total spend for 2015/16 and 2016/17 is as follows:

Stakeholder launch event	£1,763.09
Enhanced dashboard development (UKRR)	£955.00
UK Kidney Week sponsorship	£1,088.00
Pathway redesign workshops x 2	£7,329.46
Audit and education event	£2,668.00
Total	£13,803.55

An additional £25,000 was allocated to a spin-off project, the development of Donor Patient View, which is being managed by the UK Renal Registry.

3 Objectives

Objectives	Achieved	Not achieved
Action learning sets established for duration of the project.		We used the six weekly email communications to share progress and learning, but the ALS approach would have been a valuable one.
Established infrastructure for audit, review and reporting of renal transplantation in the West Midlands	100% achieved. Enhanced dashboard developed with the UK Renal Registry to reflect emphasis on pre-emptive listing for transplantation with data collection achieved by utilising the already established NHS England renal indicator data collection process. Ongoing oversight by Dr Kerry Tomlinson, Project Co-Lead, Workstream Lead for Data and Measures and Clinical Service Lead at University Hospitals North Midlands NHS Trust.	
Agreed standards and guidelines for renal transplantation in the West Midlands	90% achieved. The guidelines document is in draft form with some final details yet to be agreed. This is being taken forward by Mr Nick Inston, Workstream Lead Standards & Guidelines and Consultant Surgeon at University Hospitals Birmingham NHS Foundation Trust.	
Patient information collated, developed and published on SCN website	50% achieved with all patient information relating to kidney transplantation from renal units and transplant centres collated and available on the Network website. Helen Spooner, Project Co-Lead, Workstream Lead for Patient Information and Advanced Nurse Practitioner at the Royal	

	Wolverhampton NHS Trust is working with a small group of patient representatives to agree recommendations for future Trust publications for patients.	
Written pathways for renal transplantation for each Renal Unit in the West Midlands co-designed with patients and clinicians	50% achieved. Process mapping workshops in February and April 2016 led to written pathways being produced that reflected current practice, many with patient input. Work is underway locally to improve those pathways to reflect the aims of this project.	
First annual renal transplant education and audit event	100% achieved and evaluated well.	

4 Benefits

There were a number of improvements and benefits identified in the PID, some of which are beginning to be realised, as follows:

1. Increased percentage of pre-dialysis renal transplant listing registration rates against all kidney transplant-list registrations for each Unit.

The data from NHS BT is not particularly enlightening in relation to pre-emptive listing between 2013/14 and 2015/16:

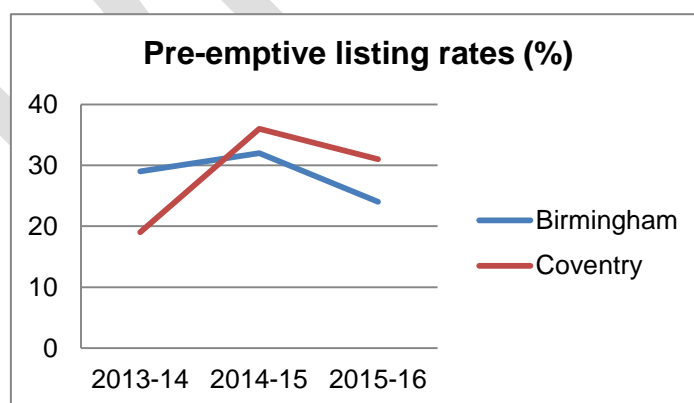


Figure 1 Pre-emptive listing rates 2013/14 to 2015/16 (Source: NHS Blood & Transplant)

However, the data collected by the UK Renal Registry provides further clarity as it specifies the number of patients starting dialysis per quarter who have a decision recorded regarding transplantation:

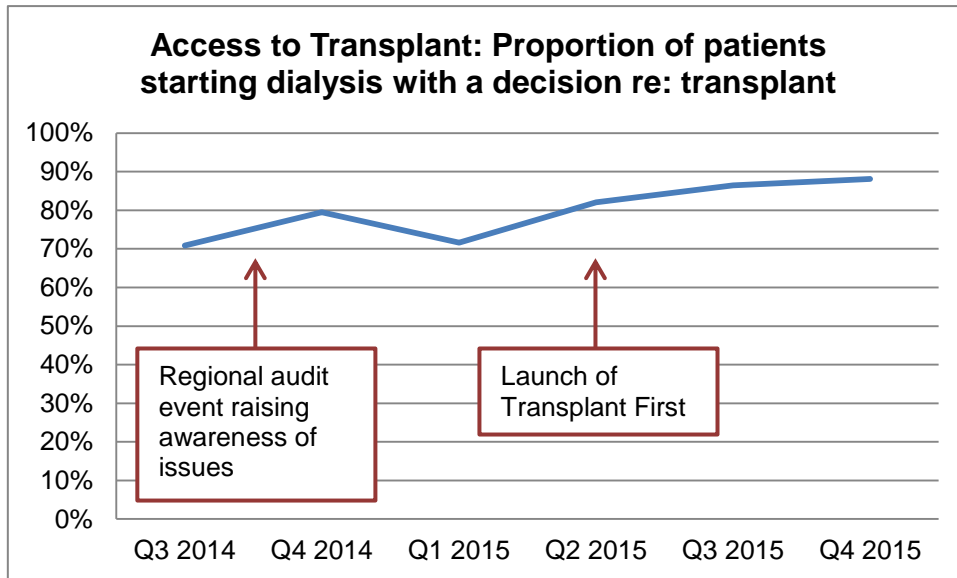


Figure 2 Access to transplant in the West Midlands Q3 2014 to Q4 2015 (Source: UK Renal Registry)

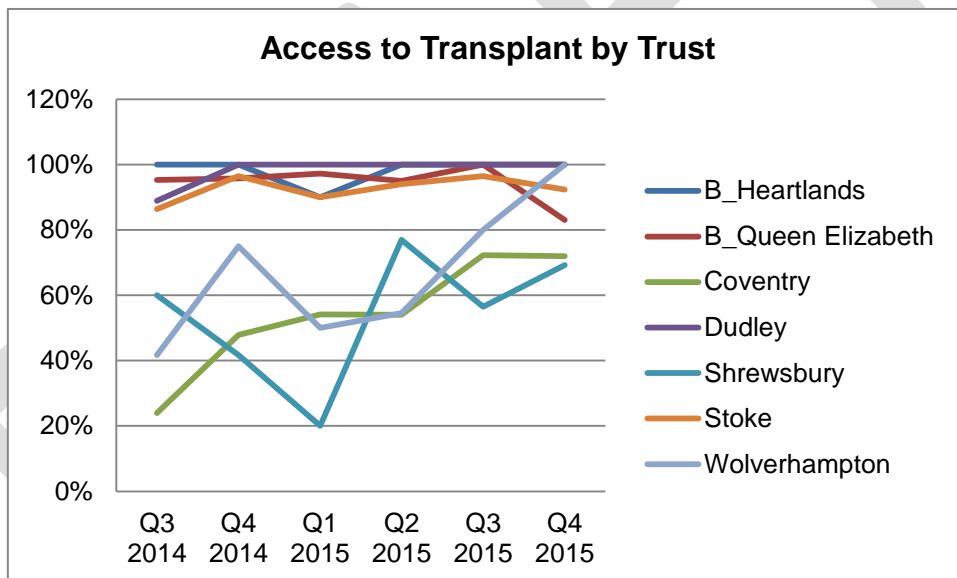


Figure 3 Access to transplant in the West Midlands Q3 2014 to Q4 2015 by Trust (Source: UK Renal Registry)

The enhanced dashboard for Transplant First provides further insight into the reasons why patients have not had a decision around transplantation, which has been helpful for units in identifying where they need to improve their processes.

2. Reduced waiting time to renal transplantation for each Unit and for West Midlands

It is recognised that reducing waiting time to renal transplantation will require sustained improvement over a prolonged period of time, but it had already been recognised as a priority by the transplant centres (this was one of the reasons for such successful stakeholder engagement around Transplant First). The data from NHS BT therefore reflects this:

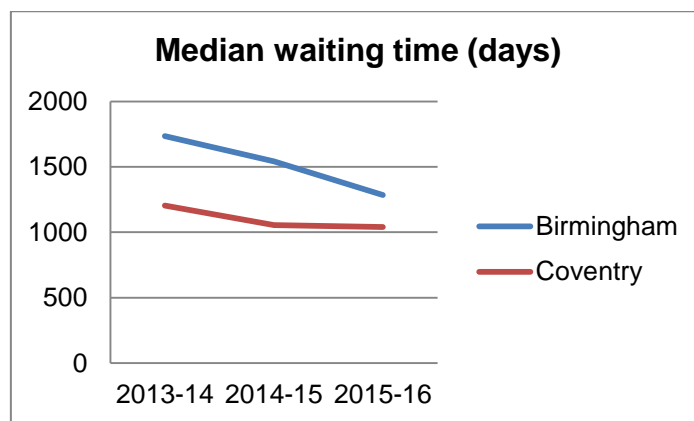


Figure 4 Median waiting time to transplantation (days) (Source: NHS Blood and Transplant)

3. Decline in number of offer decline rates for deceased donor kidney transplant for each Centre

The offer decline rates for deceased donor kidneys was of particular concern to the CRG following publication of the 2013/14 annual report by NHS Blood and Transplant. However, the latest NHS BT annual report demonstrates a significant reduction in offer decline rates at UHB.

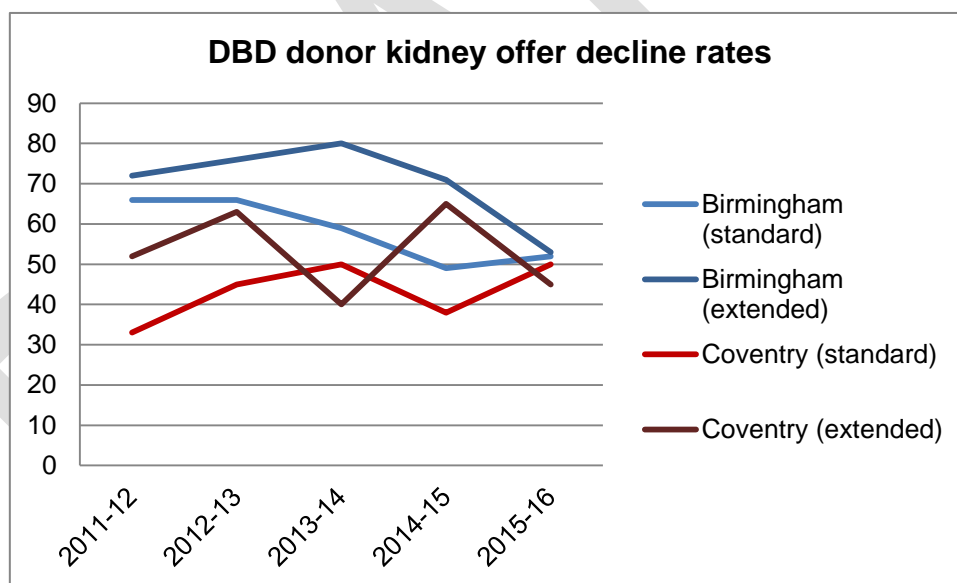


Figure 5 DBD donor kidney offer decline rates 2011/12 - 2015/16 (Source: NHS Blood and Transplant)

4. Achievement of 18 week pathway for live donor assessment as percentage of all live donor assessments by Centre

This is an outstanding measure of Transplant First and has not yet been explored.

5. Monitoring of 1, 5 and 10 year kidney graft and patient survival rates for each Unit

These are important measures for the long term, particularly in consideration of any potential causal effect of the decline in donor kidney offer decline rates on survival rates for patients using kidneys from deceased donors:

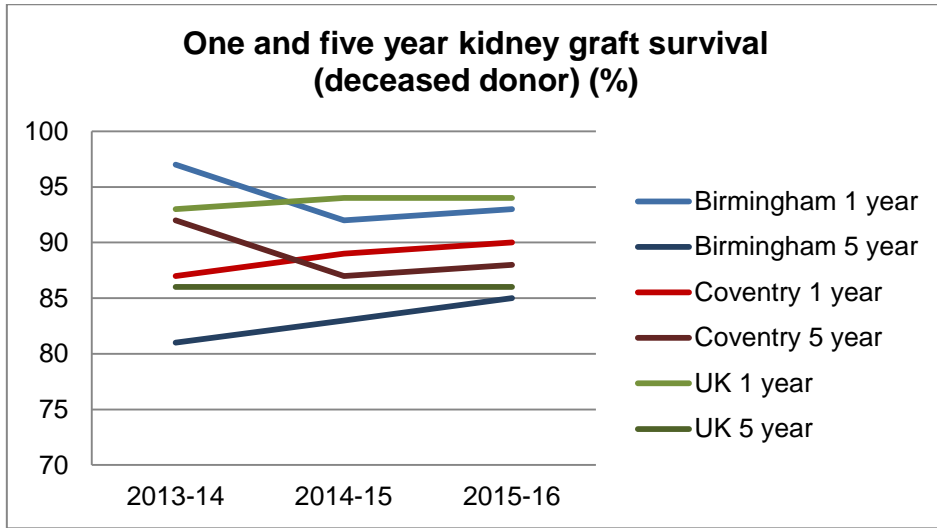


Figure 6 One and five year kidney graft survival (Source: UK Blood and Transplant)

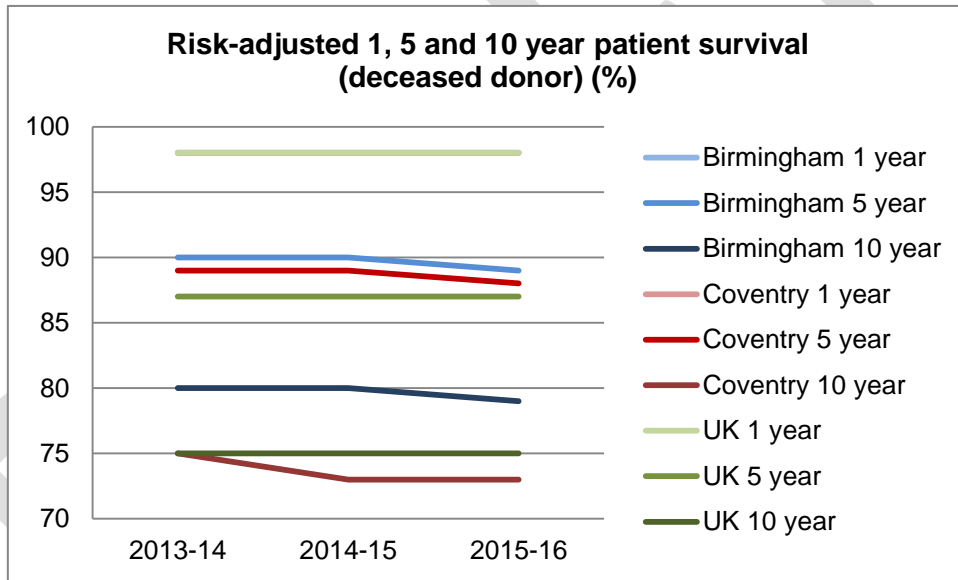


Figure 7 Risk-adjusted 1, 5 and 10 year patient survival (Source: UK Blood and Transplant)

In addition to the improvements and benefits identified above, many stakeholders have identified improved working relationships and communication between referring units and transplant centres as a result of this project, particularly in relation to the process mapping workshops that took place in February and April 2016.

5 Risks and Issues

None remaining.

6 Lessons Learnt

A key lesson was the importance of engaging wider stakeholders from the start of the project. The UK Renal Registry and NHS Blood and Transplant were instrumental in getting this project off the ground, ensuring robust data collection and measurement was in place and also maintaining sight of the broader context. Similarly, the progress made to date and the commitment of the renal units and transplant centres would have been at risk had it not been for the UK Renal Registry and the Kidney Quality Improvement Partnership (KQIP) committing project support from August 2016.

7 Post Project Review

The UK Renal Registry have been commissioned to oversee the development of Donor View, an online portal enabling potential kidney donors to monitor their progress along the kidney donor pathway to transplantation. The West Midlands Clinical Network can expect to receive progress reports from the UK Renal Registry in December 2016 and March 2017.

The West Midlands Renal Expert Advisory Group will liaise with the UK Renal Registry and KQIP regarding the continuation of Transplant First for the remainder of 2016/17, including cascading of any learning and sharing of resources.

8 References

NHS Blood and Transplant (2016) **Annual Report on Kidney Transplantation: Report for 2015/16** Available from <http://www.odt.nhs.uk/uk-transplant-registry/organ-specific-reports/> [Accessed 18th August 2016]

NHS Blood and Transplant (2015) **Annual Report on Kidney Transplantation: Report for 2014/15** Available from <http://www.odt.nhs.uk/uk-transplant-registry/organ-specific-reports/> [Accessed 29th October 2015]

NHS Blood and Transplant (2014) **Annual Report on Kidney Transplantation: Report for 2013/14** Available from <http://www.odt.nhs.uk/uk-transplant-registry/organ-specific-reports/> [Accessed 8th January 2015]