

NATIONAL
BLOOD
AUTHORITY
AUSTRALIA

CORPORATE PLAN 2019-20 TO 2022-23

- ## > SAVING AND IMPROVING AUSTRALIAN LIVES THROUGH A WORLD-CLASS BLOOD SUPPLY





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ISBN 978-0-9945576-5-0 (online version)

This report is available online at <http://www.blood.gov.au>

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Introduction



As the Accountable Authority of the National Blood Authority, and in accordance with Section 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 and Section 43 of the National Blood Authority Act 2003, I am pleased to present the Corporate Plan (Plan) for the National Blood Authority covering the period 2019-20 to 2022-23.

Since the national blood arrangements were established by governments in 2003, the National Blood Authority has delivered major improvements in the:

- security of supply for blood and blood products;
- value for money in supply arrangements;
- appropriate use of blood and blood products;
- safety and quality of blood and blood products; and
- design and creation of an information and data capability for the sector to support performance and benchmark activities.

Notwithstanding these improvements and the substantial price savings achieved through contract negotiation and management, there is continuing pressure on the national blood budget and the national blood arrangements primarily arising from the:

- growth in demand for some products;
- dynamics of global and local supply of plasma and immunoglobulin;
- increasing costs of some products;
- clinical variability in the use of some products; and
- decreasing number of available donors.

This Plan outlines strategies and targets to address these issues and further improve Australia's national blood arrangements. The Plan is a living document that will continue to roll forward, covering a four-year period.

Central to the Plan is an ongoing commitment to drive improvements in the appropriate supply, use and management of blood and blood products.

We welcome feedback on the Plan and encourage comments and suggestions via comments@blood.gov.au, including any views or ideas for further improvements in the sector.

John Cahill

Chief Executive

The NBA

OUR VISION

Saving and improving Australian lives through a world-class blood supply.

OUR ROLE

The National Blood Authority (NBA) is a statutory agency within the Australian Government health portfolio that manages and coordinates arrangements for the supply of blood and blood products and services on behalf of all Australian governments.

The primary objectives under the National Blood Agreement are to:

- provide an adequate, safe, secure and affordable supply of blood products, blood related products and blood related services; and
- promote safe, high quality management and use of blood products, blood related products and blood related services in Australia.

THE NBA:

- works with all Australian governments to determine the clinical requirements for blood and blood products and develop an annual supply plan and budget;
- negotiates and manages national contracts with suppliers of blood and blood products to obtain the products needed;
- assesses blood supply risk and develops commensurate contingency planning;
- supports the work of all Australian governments to improve the way blood products are governed, managed and used, including developing and facilitating strategies and programs to improve the safety, quality and effectiveness of blood usage, particularly in the areas of national standards, criteria, guidelines, and data capture and analysis;
- works collaboratively with key stakeholders to provide expert advice to support government policy development, including identification of emerging risks, developments, trends and new opportunities;
- manages the evaluation of proposals for blood sector improvements, including proposals for new products, technologies and system changes; and
- provides secretariat support to the Jurisdictional Blood Committee (JBC).

The NBA exists within the portfolio responsibilities of the Minister for Health. The NBA General Manager is the Chief Executive of the NBA and is a statutory officer reporting to the Commonwealth Minister for Health and the Council of Australian Governments Health Council.

OUR OUTCOME

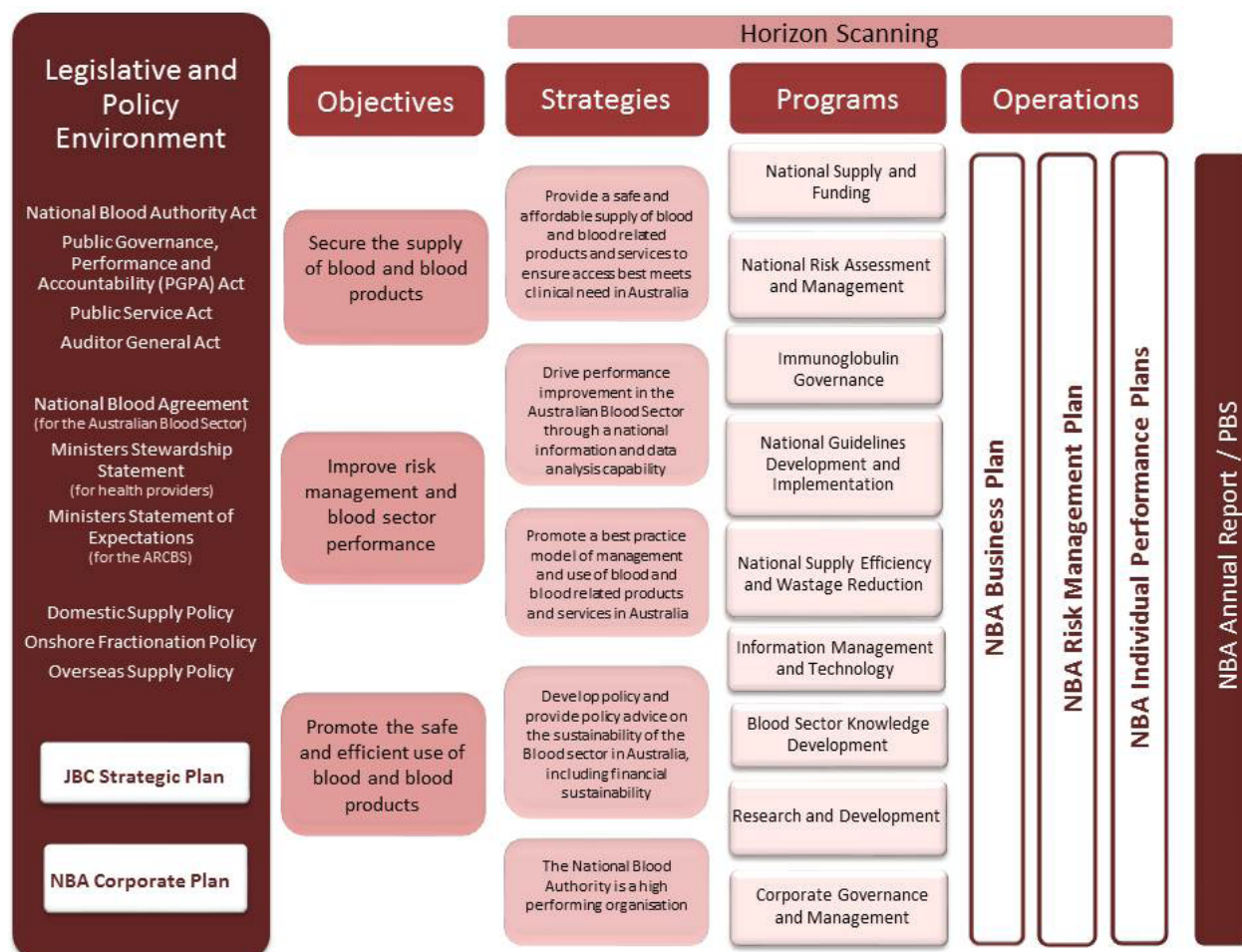
Providing access to a secure supply of safe and affordable blood products, including through national supply arrangements and coordination of best practice standards within agreed funding policies under the national blood arrangements.

OUR PURPOSE

To save and improve Australian lives through a world-class blood supply.

OUR STRATEGIES AND BUSINESS PROGRAMS

The NBA delivers our purpose through the three objectives, five strategies and nine programs.

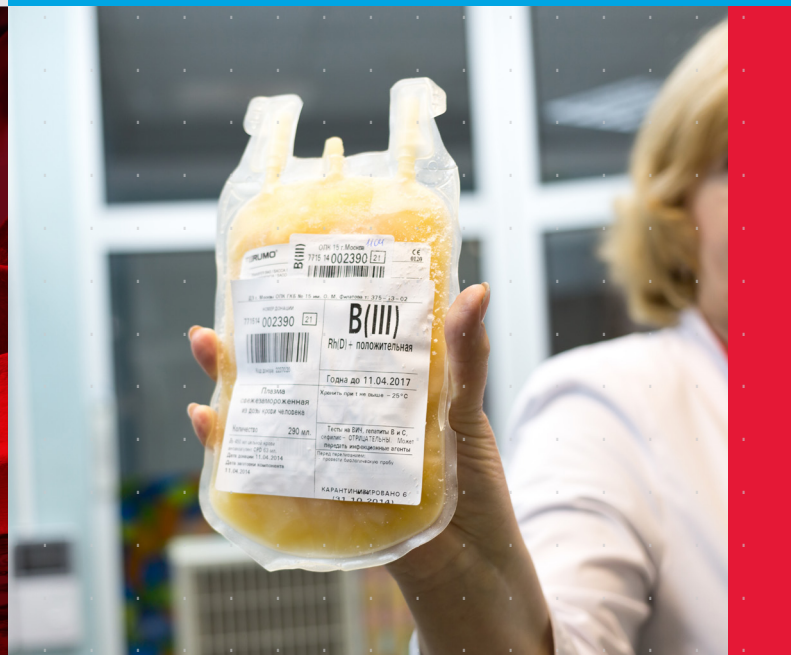
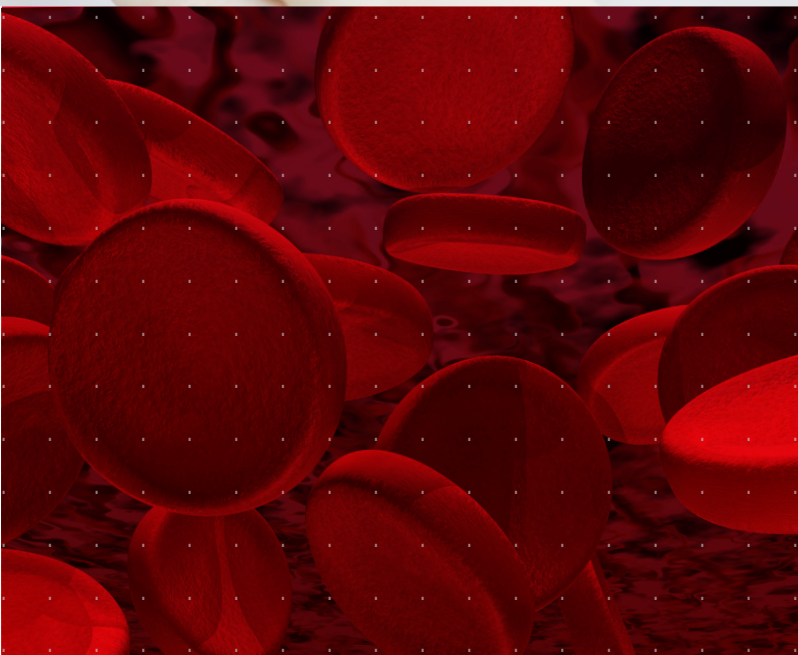


OUR AUTHORITY

The NBA was established by the *National Blood Authority Act 2003* (NBA Act) following the signing of the National Blood Agreement by all state and territory Health Ministers in November 2002. As a material statutory agency, the NBA has a range of corporate and compliance responsibilities under the NBA Act, the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Public Service Act 1999*, in addition to a responsibility to meet ministerial, parliamentary and financial reporting requirements.

The Corporate Plan identifies the outcomes that the NBA will seek to deliver over the next four years, including key priorities and activities. It is a strategic document that draws heavily on, and is closely aligned with, the objectives identified in the Jurisdictional Blood Committee 2019–21 Strategic Plan. It is also informed by the work plans of the various JBC and NBA consultative and technical committees. These committees comprise a range of stakeholders including governments, suppliers, health professionals, patients, non-government organisations, the NBA Board and NBA staff. The Plan also takes into account wider health sector imperatives, including:

- the Statement on National Stewardship Expectations for the Supply of Blood and Blood Products;
- the implementation of the second edition of the National Safety and Quality Health Service Standard for Blood Management and associated tools;
- regulatory, legislative and policy requirements;
- funding guidance;
- e-health standards;
- the policy framework for Australian Government health technology assessments; and
- health sector commitment to performance measurement.



Environment

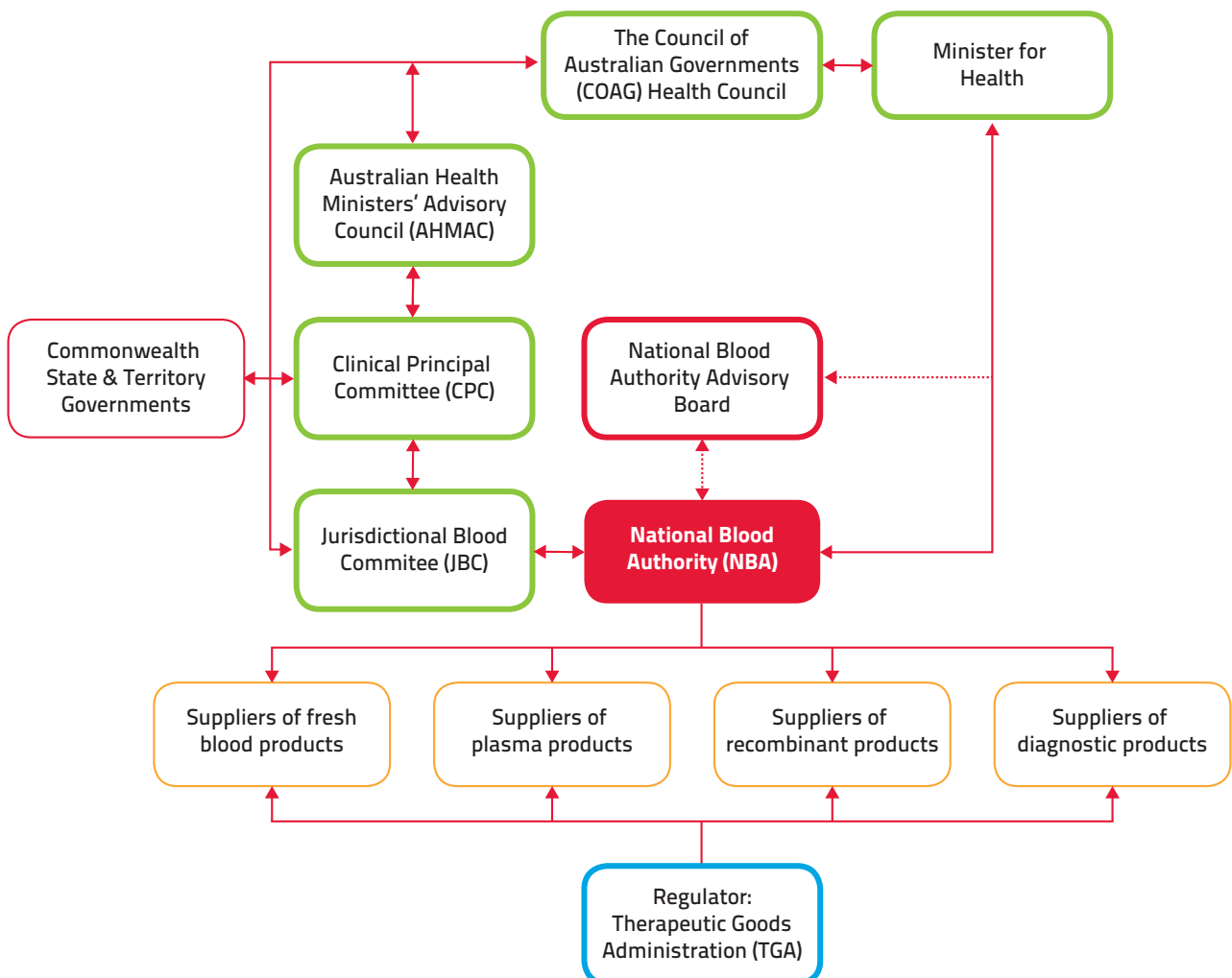
Improving the blood sector requires the NBA to work collaboratively with all governments, suppliers, public and private health services, health professionals, patients and non-government organisations. It aims to implement a blood supply system that is responsive to patient needs and built on evidence-based clinical practice, and to ensure that Australia's blood supply is safe, secure, adequate and affordable.

The nature of the relationships is determined by:

- the National Blood Agreement and the NBA Act;
- detailed contractual arrangements;
- governance and organisational arrangements across the health sector; and
- the generous voluntary commitment of time from clinical experts and community representatives.

GOVERNANCE ARRANGMENTS

The key governing bodies in the Australian blood sector and their roles and relationships are depicted below.



AUSTRALIAN GOVERNMENTS

Under the National Blood Agreement, Australian governments are responsible for:

- jointly funding the national blood supply and the operating costs of the NBA (the Australian Government provides 63% of funding, the states and territories contribute 37% collectively);
- establishing the policy framework and specific policies relating to the national blood supply;
- overseeing the NBA's management of the blood supply;
- fostering optimal patient outcomes, and the development and implementation of best practice systems to promote efficient use and minimal wastage;
- gathering and providing information in relation to demand for blood and blood products;
- commissioning assessments and reviews for National Blood Supply Change Proposals and in relation to product utilisation; and
- managing local issues such as those involving clinical practice.

REGULATOR

The Therapeutic Goods Administration is responsible for:

- regulating the sector in terms of the safety and efficacy of blood and blood products under the Therapeutic Goods Act 1989;
- auditing Good Manufacturing Practice for blood collection and manufacturing, and supervision of product recalls; and
- modifying safety standards and issuing directives such as donor deferral.

NATIONAL SUPPLY PLAN AND BUDGET

The NBA is responsible for undertaking annual supply planning and budgeting to ensure that Australians have an adequate and affordable supply of blood and blood-related products to meet clinical demand. The National Supply Plan and Budget (NSP&B) is developed annually.

The volume and type of product required from suppliers is forecast through the NSP&B following consultations with clinicians, jurisdictions and patient groups. The NSP&B is approved by Health Ministers on an annual basis.

SUPPLIERS OF BLOOD AND BLOOD PRODUCTS

The NBA negotiates and manages contracts with various suppliers of a range of blood and blood products and services to provide secure supply that meets the demand forecast in the NSP&B.

The Australian Red Cross Blood Service (Blood Service) is responsible for collecting fresh blood to meet clinical demand and plasma required to meet the targets set in the NSP&B. The majority of the plasma collected by the Blood Service is provided to CSL Behring for fractionation to produce a range of plasma derived biopharmaceutical products.

A number of other pharmaceutical and diagnostic companies are responsible for the supply of a range of imported blood products, where these products are not produced within Australia, or where domestic supply cannot meet demand.

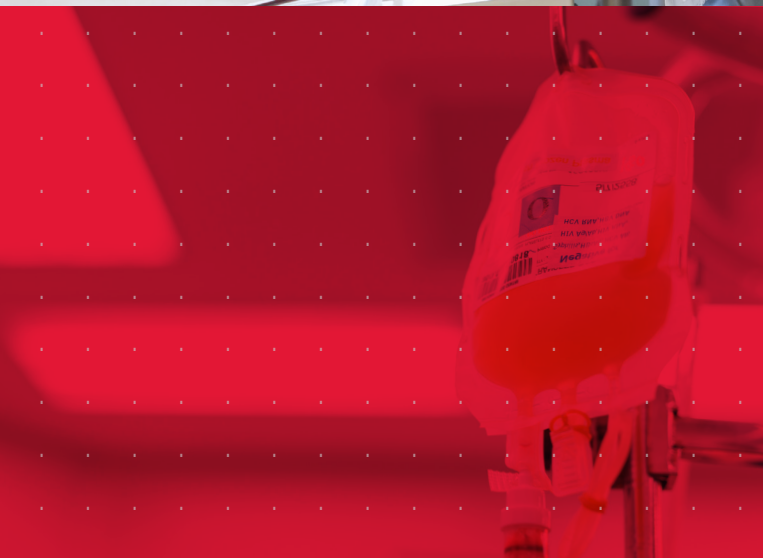
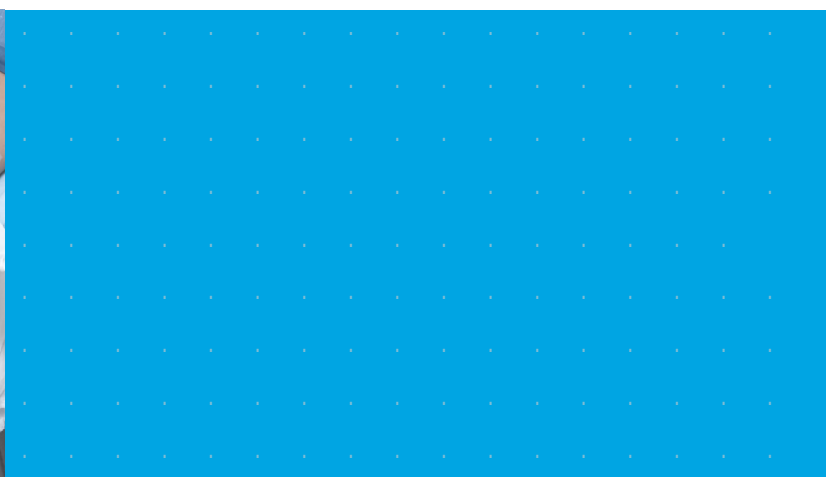
Contracted suppliers are responsible for providing adequate supply at all times to meet Australian requirements. They must provide appropriate product support to stakeholders within the healthcare system and meet a range of supply security mitigation measures required by NBA supply contracts. Suppliers are responsible for supporting National Blood Supply Change Proposal applications made for new or varied products with relevant supporting evidence.

HEALTH PROFESSIONALS

Health professionals play a key role in providing expert opinion and advice to support NBA activities for demand and supply planning, governance and management of demand and product access, and the development and implementation of evidence-based guidelines and criteria for use.

PATIENTS AND NON-GOVERNMENT ORGANISATIONS

Patients who require blood products—and the representative organisations that support them—are an important stakeholder group. The NBA will continue to ensure that its work is informed by, and responsive to, the needs of patients and the broader community.



Future challenges

The NBA's ability to ensure the adequate, safe, secure and affordable supply of blood and blood products requires it to address key areas, including changing demand, variability in usage, the development of new products and services, changes to existing products and services, and supply dynamics.

The NBA's priorities have been shaped by horizon scanning and analysis of the operating environment and future economic, financial and policy factors that may affect the NBA's work.

The following trends and drivers will influence the strategic planning over the next four years:

SUPPLY AND FINANCIAL CHALLENGES

- Emerging issues in relation to blood and plasma collection, recruitment and retention of Australian donors, and donor welfare.
- Reduced demand for red blood cells and other fresh blood products due to the implementation of the patient blood management guidelines, the introduction of new technologies (e.g., viscoelastic clotting function testing) and the success of supply chain efficiency and wastage reduction strategies.
- Increased demand for immunoglobulin and plasma for fractionation with significant policy, cost and supply tensions.
- Increasing global demand and competition for immunoglobulin products, with some markets facing demand that increasingly outstrips supply.

CHANGES IN DEMOGRAPHICS

- A changing population that drives increased demand for blood and blood products while also affecting the available donor pool.
- New diseases and new clinical indications further changing demand.
- A continuing demographic contribution to strong growth in specific blood products, such as immunoglobulin products—the single largest component of the blood budget—where demand continues to grow substantially.

VARIATIONS IN CLINICAL USE

- Significant variability in issue rates across blood and blood products that cannot be addressed without improved data availability and analysis to support better understanding and inform responses.
- Considerable additional scope to embed contemporary clinical guidelines and criteria for use into practice.
- Continuous work considering the emergence of new research and evidence to ensure that clinical guidelines are current and cover relevant products and clinical contexts (e.g., the work required to maintain the currency of Patient Blood Management (PBM) Guidelines).
- Further scope to reduce wastage of blood and blood products through enhanced inventory management and improved supply chain practices.

EMERGING CLINICAL USES OF EXISTING PRODUCTS AND NEW TECHNICAL OPTIONS

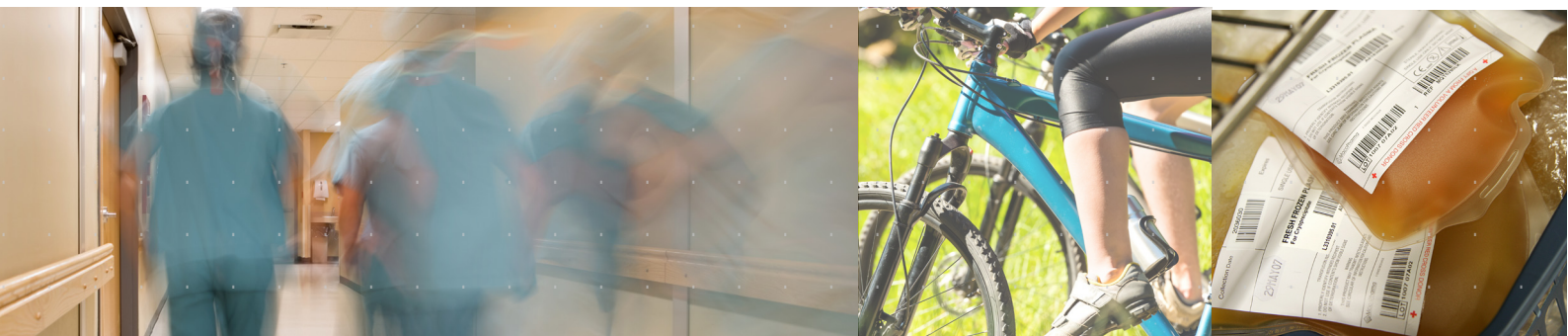
- Continual development of new and existing products and services to improve treatment and enhance patient outcomes, which requires careful and timely health technology assessments to ensure clinically appropriate, equitable and cost-effective patient access.

ROBUST DATA

- Alternative methodologies, such as product utilisation reviews, directed information requests and targeted clinical audits, to further improve the availability and veracity of blood sector data to overcome the significant challenges that remain in establishing national data sets to support clinical practice, benchmarking and performance analysis.

NBA CAPABILITY

As a small, independent agency, the NBA provides an environment that empowers staff to take direct responsibility for delivering significant outcomes in a challenging and ever-changing industry. The NBA also promotes an environment of diversity, agility, enthusiasm and leadership, with a strong work ethic



Capability

The NBA recognises the important role that blood and blood products play in the treatment and clinical management of Australian patients. The NBA is committed to:

- meeting patient needs for the provision of a safe, secure, adequate and affordable supply of blood and blood products;
- working collaboratively with stakeholders to develop, monitor and improve national networks and systems for improved clinical awareness and practice in the use of blood and blood products;
- developing the professional and technical competence of NBA staff; and
- delivering its mission in an efficient, professional, inclusive, responsive and innovative manner.

The NBA maintains capability across a broad range of business programs and activities to ensure delivery against the strategies. During the next four years, the NBA will consolidate and enhance its capability to keep pace with stakeholders and activities in the blood sector. The NBA will build this capability by:

- attracting and retaining high-quality staff for the range of required disciplines across the agency;
- providing professional and personal development opportunities for staff;
- encouraging staff to be adaptable and to build an innovative and professional workplace
- engaging staff to participate in creating a collaborative workplace culture;
- maintaining strong internal and external relationships;
- introducing electronic business processes to enhance performance, governance and compliance;
- maintaining an enhanced assurance and control framework;
- maintaining coordinated and comprehensive communications arrangements: and
- being an ethical organisation that demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

Risk Management

The NBA assigns high priority to maintaining an integrated risk management program and to managing issues that pose a risk to the Australian blood sector, especially those relating to supply security.

To achieve this, the NBA ensures that responsibility and accountability lie with those best placed to manage each risk through structured measures, where appropriate. In August 2017, the NBA reviewed and updated the NBA Risk Management Policy and Framework.

SUPPLY RISK MANAGEMENT MEASURES

All supply contracts have a requirement for suppliers to develop and provide risk management plans to the NBA. These plans detail each supplier's approach to ensuring that risks in providing products and services are identified and avoided or mitigated as far as possible. The plans also provide a basis for discussions on risk management with suppliers. Each supply contract also includes a number of required supply risk mitigation measures, including the maintenance of product reserves.

NATIONAL BLOOD SUPPLY CONTINGENCY PLAN

Under the NBA Act, the NBA is responsible for ensuring that patients in Australia have access to an adequate, safe, secure and affordable supply of blood products. This includes having contingency and risk mitigation measures in place to ensure continuity of the supply and the ability to respond to supply and demand risks as they arise.

Previously, the JBC endorsed a National Blood Supply Contingency Plan (NBSCP) to provide the NBA and its key stakeholders with a framework to enable a coordinated national response to supply risks.

In 2017–18, an updated NBSCP was endorsed by the JBC with further work to be undertaken by the NBA to develop the plan to incorporate non-supply crisis management events and undertake simulation work. The revised NBSCP will include:

- expanded information covering roles and responsibilities;
- strengthened communication channels when the plan is activated;
- clearer escalation and management responsibilities during an activation of the plan; and
- more integrated contingency arrangements with suppliers and other government departments, such as the Department of Health, to improve the management of risks to the blood supply and the potential effects on the broader health sector.

BLOOD SAFETY RISK MANAGEMENT

The responsibility for producing safe and effective blood products rests with the manufacturers of those products. However, all blood and blood products, whether domestic or imported, must meet stringent standards. The Therapeutic Goods Administration (TGA) has primary responsibility for regulating products and establishing production standards for the Australian blood sector.

The NBA ensures that all NBA contracted suppliers of blood and blood products and services are required to meet these standards as part of their contract obligations. The Authority also monitors relevant international developments and trends.

There are also a number of standards and principles employed in Australia to ensure the quality, safety and efficacy of blood and blood products. These include pre-market assessments and testing and auditing measures for blood and blood products and manufacturers.

BLOOD SYSTEMS RISK MANAGEMENT

The NBA provides a range of Information and Communications Technology (ICT) systems used within the wider health sector to order and manage the supply of blood products, govern product access and assist in the appropriate clinical management of patients treated with blood products. These systems enable us to provide a safe, secure and affordable blood supply for all Australians. The NBA has risk mitigation activities in place to ensure that planned system downtime is minimised and unexpected system downtime is rapidly identified and managed.

BUSINESS CONTINGENCY PLAN

The NBA is in the process of reviewing components of the NBA Business Contingency Plan. All critical business processes and resources are being validated to reflect revised business systems and processes; this includes developments in the NBA's various blood system programs.

Performance

The core focus of the Corporate Plan is to ensure the safe, secure and sustainable supply of blood and blood products to meet clinical demand. The Plan outlines a series of priorities and associated strategies supporting this focus and is aligned with the JBC Strategic Plan.

The performance and progress towards these goals are reported regularly to the NBA Board and the JBC, and annually to all governments and the community. The programs are managed through a framework of internal governance and control mechanisms; some are also supported and informed by external committees.

Key priorities for each of the NBA's nine main programs have been developed and these will drive the focus of activities for the next four years.

Program	Priorities
National Supply and Funding	<ul style="list-style-type: none"> Consider efficiencies in current arrangements for the domestic supply of blood and blood products, and associated global dynamics. Provide advice on improving value-for-money for governments under all contracts negotiated by the NBA with suppliers, including strategies to address risks for both governments and suppliers. Improve financial sustainability by implementing product utilisation reviews and supporting appropriate health technology assessment processes.
National Risk Assessment and Management	<ul style="list-style-type: none"> Ensure reliable, consistent and well-informed decision-making about risks and proposals to address them in the blood sector.
Immunoglobulin Governance	<ul style="list-style-type: none"> Ensure that nationally consistent and effective clinical governance and authorisation arrangements are in place for high-cost immunoglobulin products. Ensure that national criteria for access to immunoglobulin reflect the objectives of funding governments based on current evidence and best practice. Support health technology assessment reviews of current criteria. Utilise national data for benchmarking and Ig governance performance improvements. Advise key stakeholders on proposed benchmarks and national performance measures for appropriate use of blood and blood products.
National Guidelines Development and Implementation	<ul style="list-style-type: none"> Support appropriate use of blood and blood products through the development and implementation of evidence-based clinical guidelines and by encouraging and promoting the integration of Patient Blood Management programs in healthcare provider systems.
National Supply Efficiency and Wastage Reduction	<ul style="list-style-type: none"> Improve private sector engagement to promote a better understanding of blood issues, including capacity for more efficient and appropriate use, particularly within the context of the broader health system, ensuring that all use maximises appropriate clinical use and minimises wastage. Identify opportunities to support implementation of the National Safety and Quality Health Service (NSQHS) Standards. Improve patient safety, supply security and efficiency by optimising inventory levels of all blood products and minimising wastage within the system.

Program	Priorities
Information Management and Technology	<ul style="list-style-type: none"> Provide ongoing support and maintenance of Blood Sector Systems to minimise downtime from system upgrades. Support the development and implementation of national data collection systems.
Research and Development	<ul style="list-style-type: none"> Build and promote sharing of knowledge; identify and promote effective governance and best clinical practice through identification of research priorities and targeted research funding. Manage the Research and Development Program. Support health technology assessments and reviews for new and existing products.
Blood Sector Knowledge Development	<ul style="list-style-type: none"> Support long-term policy and planning priorities. Improve the evidence base to better understand blood and blood product management and use, and identify opportunities for improvement. Support improvements to clinical education and knowledge to strengthen the appropriate use of blood products.
Corporate Governance and Management	<ul style="list-style-type: none"> Develop the leadership and management capabilities of NBA staff. Ensure that the NBA is respected by stakeholders for its knowledge and professionalism. Ensure sustainable funding for key NBA programs.



STRATEGY 1: PROVIDE A SAFE, SECURE AND AFFORDABLE SUPPLY OF BLOOD AND BLOOD-RELATED PRODUCTS AND SERVICES

KEY ACTIVITIES

Program	2019–20	2020–21	2021–22	2022–23
National Supply and Funding	Manage the Deed of Agreement with the Blood Service.	Manage the Deed of Agreement with the Blood Service.	Manage the Deed of Agreement with the Blood Service.	Manage the Deed of Agreement with the Blood Service.
	Manage the Review of the Blood Service. Present outcomes and analysis to inform governments' decisions.	Implement government decisions as required.		
	Oversee 2019–20 National Supply Plan & Budget (NSP&B) and develop an NSP&B for 2020–21 in accordance with Schedule 3 of the National Blood Agreement.	Oversee 2020–21 NSP&B and develop an NSP&B for 2021–22 in accordance with Schedule 3 of the National Blood Agreement.	Oversee 2021–22 NSP&B and develop an NSP&B for 2022–23 in accordance with Schedule 3 of the National Blood Agreement.	Oversee 2022–23 NSP&B and develop an NSP&B for 2023–24 in accordance with Schedule 3 of the National Blood Agreement.
	Manage the contracts with CSL Behring and other product suppliers to ensure value-for-money in supply and performance.	Manage the contracts with CSL Behring and other product suppliers to ensure value-for-money in supply and performance.	Manage the contracts with CSL Behring and other product suppliers to ensure value-for-money in supply and performance. Undertake a review of the Contract with CSL Behring by 30 June 2022 to determine its expiry date.	Subject to the review of the Contract with CSL Behring concerning the expiry date of that contract: Manage contracts with CSL Behring and other product suppliers to ensure value for money in supply and performance.
	Undertake procurements for Imported Plasma and Recombinant Products and/or Red Cell Diagnostic Red Cell Reagents as required.	Undertake procurements for Imported Plasma and Recombinant Products and/or Red Cell Diagnostic Red Cell Reagents as required.	Undertake procurements for Imported Plasma and Recombinant Products and/or Red Cell Diagnostic Red Cell Reagents as required.	Undertake procurements for Imported Plasma and Recombinant Products and/or Red Cell Diagnostic Red Cell Reagents as required.
	Oversee the ongoing Agreement for funding of the Australian Haemophilia Centre Directors Organisation (AHCDO) and the management of the Australian Bleeding Disorder Registry (ABDR.)	Oversee the ongoing Agreement for AHCDO funding and the management of the ABDR.	Oversee the ongoing Agreement for AHCDO funding and the management of the ABDR.	Oversee the ongoing Agreement for AHCDO funding and the management of the ABDR.
	Manage the allocation of immunoglobulin according to the annual plan.	Manage the allocation of immunoglobulin according to the annual plan.	Manage the allocation of immunoglobulin according to the annual plan.	Manage the allocation of immunoglobulin according to the annual plan.
	Assess applications and implement any approved funding for new products and services and changes to existing products and services for the Australian blood sector in accordance with Schedule 4 of the National Blood Agreement.	Assess applications and implement any approved funding for new products and services and changes to existing products and services for the Australian blood sector in accordance with Schedule 4 of the National Blood Agreement.	Assess applications and implement any approved funding for new products and services and changes to existing products and services for the Australian blood sector in accordance with Schedule 4 of the National Blood Agreement.	Assess applications and implement any approved funding for new products and services and changes to existing products and services for the Australian blood sector in accordance with Schedule 4 of the National Blood Agreement.

Program	2019–20	2020–21	2021–22	2022–23
Immunoglobulin Governance	Monitor and improve supply access arrangements for immunoglobulin (Ig) products.	Monitor and improve supply access arrangements for Ig products.	Monitor and improve supply access arrangements for Ig products.	Monitor and improve supply access arrangements for Ig products.
	Secure sustainable funding for continuing program activities.	Secure sustainable funding for continuing program activities.	Secure sustainable funding for continuing program activities.	Secure sustainable funding for continuing program activities.
National Supply Efficiency and Wastage Reduction	Implement the National Blood Product Management Improvement Strategy 2018–22.	Implement the National Blood Product Management Improvement Strategy 2018–22.	Review and update the National Blood Product Management Improvement Strategy.	Implement the revised National Blood Product Management Improvement Strategy.
	Implement National Inventory Management Framework (NIMF) in accordance with JBC guidance.	Review the NIMF outcomes and amend if required.	Implement NIMF in accordance with JBC guidance.	Implement NIMF in accordance with JBC guidance.
National Risk Assessment and Management	Develop a program of simulations to inform the revised National Blood Supply Contingency Plan (NBSCP). Deliver a revised NBSCP.	Obtain government approval for an updated NBSCP. Revise and maintain the NBSCP as necessary.	Revise and maintain the NBSCP as necessary.	Revise and maintain the NBSCP as necessary.

KEY PERFORMANCE INDICATORS

- Blood products are available to meet clinical need.
- Collection and production yield for domestic immunoglobulin is maximised.
- Discards as a percentage of net issues of red blood cells are less than 2.5%.
- Variance between actual and NBA-estimated demand for product supply is less than 5%.
- Improvements in the hospital-based SCIg program are implemented.

STRATEGY 2: DRIVE PERFORMANCE IMPROVEMENT IN THE AUSTRALIAN BLOOD SECTOR

KEY ACTIVITIES

Program	2019–20	2020–21	2021–22	2022–23
Immunoglobulin Governance	Use BloodSTAR for Ig Governance reporting, performance improvement and evolution of Ig Criteria.	Use BloodSTAR for Ig Governance reporting, performance improvement and evolution of Ig Criteria.	Use BloodSTAR for Ig Governance reporting, performance improvement and evolution of Ig Criteria.	Use BloodSTAR for Ig Governance reporting, performance improvement and evolution of Ig Criteria.
	Define, review and monitor ongoing business requirements for BloodSTAR enhancements and maintenance.	Define, review and monitor ongoing business requirements for BloodSTAR enhancements and maintenance.	Define, review and monitor ongoing business requirements for BloodSTAR enhancements and maintenance.	Define, review and monitor ongoing business requirements for BloodSTAR enhancements and maintenance.
	Implement the approved Ig Governance Performance Improvement Strategy.	Monitor performance and support improvement for the use and management of Ig products in accordance with the performance improvement strategy.	Monitor performance and support improvement for the use and management of Ig products in accordance with the performance improvement strategy.	Monitor performance and support improvement for the use and management of Ig products in accordance with the performance improvement strategy.
National Supply and Funding	Pilot product utilisation reviews.	Expand product utilisation reviews based on pilot outcomes.	Expand product utilisation reviews based on pilot outcomes.	Continue to conduct product utilisation reviews based on pilot outcomes.
National Guidelines Development and Implementation	Implement an enhanced National Haemovigilance Program.	Continue to implement an enhanced National Haemovigilance Program.	Continue to implement an enhanced National Haemovigilance Program.	Review the implementation of the enhanced National Haemovigilance Program.
	Implement targeted clinical surveys or audits for PBM and Haemovigilance.	Implement targeted clinical surveys or audits for PBM and Haemovigilance, and review outcomes.	Implement targeted clinical surveys or audits for PBM and Haemovigilance.	Implement targeted clinical surveys or audits for PBM and Haemovigilance.
	Progress a best practice framework for clotting factors and related products based on national guidelines and ABDR in conjunction with key stakeholders.	Progress a best practice framework for clotting factors and related products based on national guidelines and ABDR, in conjunction with key stakeholders.	Progress a best practice framework for clotting factors and related products based on national guidelines and ABDR, in conjunction with key stakeholders.	Review best practice framework for clotting factors and related products based on national guidelines and ABDR, in conjunction with key stakeholders.

Program	2019–20	2020–21	2021–22	2022–23
Information Management and Technology	Deliver agreed priorities defined on the Blood Sector Systems and Data Roadmap 2018–22.	Revise and prioritise outcomes from the Blood Sector Systems and Data Roadmap. Continue to deliver agreed priorities on the Blood Sector Systems and Data Roadmap 2018–22.	Finalise agreed deliverables on the Blood Sector Systems and Data Roadmap 2018–22. Commence planning for the next strategy and roadmap.	Implement the next strategy and roadmap.
	Provide support and maintenance to Blood Sector Systems.	Provide support and maintenance to Blood Sector Systems.	Provide support and maintenance to Blood Sector Systems.	Provide support and maintenance to Blood Sector Systems.
	Support Laboratory Information System (LIS) suppliers to interface hospital LIS with Blood Sector Systems.	Continue to support LIS suppliers to finalise implementation of the Blood Sector Systems interface with hospital LIS.	Support LIS suppliers to complete LIS hospital interface with Blood Sector Systems.	Support hospital LIS interface with Blood Sector Systems.
	Support the Blood Service with the BloodNet/NBMS Integration Project.	Support the Blood Service with the BloodNet/NBMS Integration Project.	Support the Blood Service to finalise the BloodNet/NBMS Integration Project.	Maintain ongoing support for the BloodNet/NBMS integration .
	Progress planning and identify commercial suppliers requirements for integration with Blood Sector Systems.	Work with commercial suppliers to develop extended Blood Sector System capabilities.	Continue to develop and manage extended Blood Sector System capabilities.	Finalise and support commercial suppliers integration with the Blood Sector System.
	Support the Blood Service in their implementation of the national policy on barcoding for blood and blood products.	Continue to support the Blood Service in their implementation of the national policy on barcoding for blood and blood products.	Support the Blood Service to finalise the national policy on barcoding for blood and blood products.	Maintain ongoing support of the national policy on barcoding for blood and blood products.
	Undertake agreed priorities in the Data Improvement Program.	Deliver agreed priorities in the Data Improvement Program.	Continue to improve quality and consistency of data.	Finalise and support quality and consistency of data.

KEY PERFORMANCE INDICATORS

- Performance scorecard and comparator benchmark data are published each year.
- Immunoglobulin and clotting factor usage performance data are published each year.
- Haemovigilance reports are published when data is complete and validated.

STRATEGY 3: PROMOTE A BEST-PRACTICE MODEL OF MANAGEMENT AND USE OF BLOOD AND BLOOD-RELATED PRODUCTS AND SERVICES

KEY ACTIVITIES

Program	2019–20	2020–21	2021–22	2022–23
National Guidelines Development and Implementation	Establish a sustainable PBM Guideline development and update process, as endorsed by JBC.	Manage the sustainable PBM Guideline development and update process, as endorsed by JBC.	Manage the PBM Guideline development and update process, as endorsed by JBC.	Manage the sustainable PBM Guideline development and update process, as endorsed by JBC.
	Release a revised Module 1 for Critical Bleeding and Massive Transfusion.	Incorporate the critical bleeding/ massive transfusion population into the sustainable guideline model as endorsed by JBC.		
	Publish and monitor the National Rh(D) Immunoglobulin Guidelines.	Monitor and assess the currency of the National Rh D Immunoglobulin Guidelines.	Monitor and assess the currency of the National Rh D Immunoglobulin Guidelines.	Monitor and assess the currency of the National Rh D Immunoglobulin Guidelines.
	Implement the revised PBM Implementation Strategy.	Continue to implement the revised PBM Implementation Strategy and review the outcomes in preparation for the next strategy development.	Develop a revised PBM Implementation Strategy for 2021–2024.	Implement the 2021–2024 PBM Implementation Strategy.
	Deliver and promote an expanded suite of tools to support health providers to implement the NSQHS Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers to implement the NSQHS Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers to implement the NSQHS Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers to implement the NSQHS Blood Management Standard.
	Implement the BloodSafe eLearning Australia (BEA) program endorsed by JBC.	Implement and review the BEA program endorsed by JBC.	Implement the BEA program endorsed by JBC.	Implement the BEA program endorsed by JBC.
Immunoglobulin Governance	Evolve the Criteria for the clinical use of Ig in Australia in accordance with JBC approved governance arrangements.	Evolve the Criteria for the clinical use of Ig in Australia in accordance with JBC approved governance arrangements.	Evolve the Criteria for the clinical use of Ig in Australia in accordance with JBC approved governance arrangements.	Evolve the Criteria for the clinical use of Ig in Australia in accordance with JBC approved governance arrangements.

Program	2019–20	2020–21	2021–22	2022–23
Immunoglobulin Governance	Support the national network of committees established to support the Ig Governance Program.	Support the national network of committees established to support the Ig Governance Program.	Support the national network of committees established to support the Ig Governance Program.	Support the national network of committees established to support the Ig Governance Program.
	Identify, prioritise and explore opportunities to increase knowledge on Ig use and management through the National Knowledge Development program.	Continue to identify, prioritise and explore opportunities to increase knowledge on Ig use and management through the National Knowledge Development program.	Continue to identify, prioritise and explore opportunities to increase knowledge on Ig use and management through the National Knowledge Development program.	Continue to identify, prioritise and explore opportunities to increase knowledge on Ig use and management through the National Knowledge Development program.
	Identify topics of focus for the Ig Governance Education and Training Strategy.	Identify additional topics of focus for the Ig Governance Education and Training Strategy.	Identify additional topics of focus for the Ig Governance Education and Training Strategy.	Identify additional topics of focus for the Ig Governance Education and Training Strategy.
Research and Development	Manage NBA research and development grants in accordance with Grant Funding Agreements and governance arrangements.	Manage NBA research and development grants in accordance with Grant Funding Agreements and governance arrangements.	Manage NBA research and development grants in accordance with Grant Funding Agreements and governance arrangements.	Manage NBA research and development grants in accordance with Grant Funding Agreements and governance arrangements.
	Continue to award grants under the National Blood Sector Research and Development Program.	Continue to award grants under the National Blood Sector Research and Development Program.	Continue to award grants under the National Blood Sector Research and Development Program.	Continue to award grants under the National Blood Sector Research and Development Program.
	Review the Strategic Priorities for the National Blood Sector Research and Development Program.	Evaluate outcomes and alignment with the strategic priorities of the National Blood Sector Research and Development Program and identify improvements for future grant rounds.	Implement improvements to National Blood Sector Research and Development Program grant rounds.	Implement improvements to National Blood Sector Research and Development Program grant rounds.

KEY PERFORMANCE INDICATORS

Sustain improvements in the management and use of blood products through:

- continued reduction in wastage from the 2018–19 result;
- the number of clinical guidelines, clinical practice tools and resources that were developed and promoted for use within the sector;
- the number, quality, relevance and impact of publications of NBA grants; and
- commencing programmed revision of selected medical conditions within the Clinical Criteria for the use of Ig in Australia.

STRATEGY 4: DEVELOP POLICY AND PROVIDE POLICY ADVICE ON THE SUSTAINABILITY OF THE BLOOD SECTOR

KEY ACTIVITIES

Program	2019–20	2020–21	2021–22	2022–23
National Supply and Funding	Implement the 4th Output Based Funding Model (OBFM) with the Blood Service.	Implement the 4th OBFM with the Blood Service.	Set the agenda for the development of key parameters to underpin the 5th OBFM. Negotiate the 5th OBFM with the Blood Service.	Implement the 5th OBFM with the Blood Service.
	Provide advice to support government policy consideration of strategies to respond to and address dynamic challenges to the sustainable supply of blood products to meet clinical demand, including the sufficing of domestic plasma collection.	Provide advice to support government policy consideration of strategies to respond to and address dynamic challenges to the sustainable supply of blood products to meet clinical demand.	Provide advice to support government policy consideration of strategies to respond to and address dynamic challenges to the sustainable supply of blood products to meet clinical demand.	Provide advice to support government policy consideration of strategies to respond to and address dynamic challenges to the sustainable supply of blood products to meet clinical demand.
Immunoglobulin Governance	Monitor and review the Immunoglobulin Governance National Policy.	Monitor and review the Immunoglobulin Governance National Policy.	Monitor and review the Immunoglobulin Governance National Policy.	Monitor and review the Immunoglobulin Governance National Policy.
	Support special-purpose health technology assessment reviews of selected Ig conditions, progress outcomes to JBC, and implement any changes.	Continue implementation of outcomes following health technology assessment reviews of selected Ig conditions.		
National Risk Assessment and Management		Update the Review of Risk Management in the Blood Sector.	Implement any amendments to the updated Review of Risk Management in the Blood Sector.	Implement any amendments to the updated Review of Risk Management in the Blood Sector.

KEY PERFORMANCE INDICATORS

- OBFM is in place.
- Effective policy advice is provided by the NBA to support policy decision-making on the sustainability of the blood sector.
- Outcomes of health technology assessment reviews are provided to JBC and inform decision-making in relation to national policy and access criteria.

STRATEGY 5: THE NATIONAL BLOOD AUTHORITY IS A HIGH-PERFORMING ORGANISATION

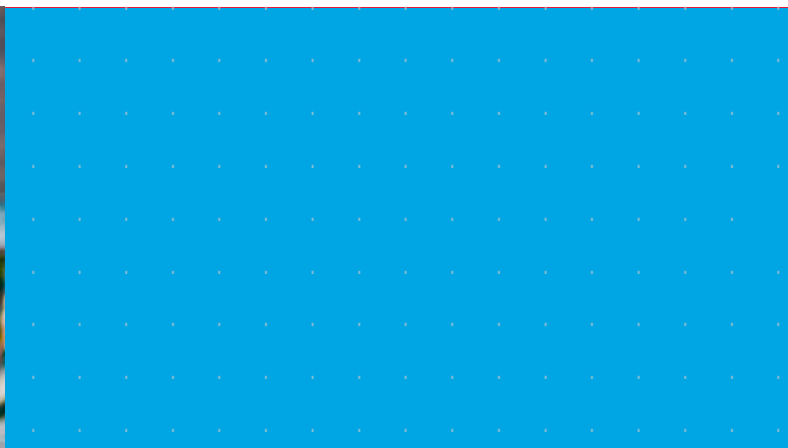
KEY ACTIVITIES

Program	2019–20	2020–21	2021–22	2022–23
Corporate Governance and Management	Effectively manage the NBA human, financial and asset resources.	Effectively manage the NBA human, financial and asset resources.	Effectively manage the NBA human, financial and asset resources.	Effectively manage the NBA human, financial and asset resources.
	Manage and support advisory and governance committees and Accountable Authority Instructions (AAI).	Manage and support advisory and governance committees and AAls.	Manage and support advisory and governance committees and AAls.	Manage and support advisory and governance committees and AAls.
	Develop the leadership and management capabilities of staff.	Develop the leadership and management capabilities of staff.	Review and monitor the e-Learning Management System and other staff learning opportunities.	Review and monitor the e-Learning Management System and other staff learning opportunities.
	Review and monitor the WHS Governance Framework.	Review and monitor the WHS Governance Framework.	Review and monitor the WHS Governance Framework.	Review and monitor the WHS Governance Framework.
	Implement NBA Enterprise Agreement.	Implement NBA Enterprise Agreement.	Conduct early consideration and renegotiation of a new NBA Enterprise Agreement.	Implement NBA Enterprise Agreement.
	Manage and review corporate planning and performance reporting.	Manage and review corporate planning and performance reporting.	Manage and review corporate planning and performance reporting.	Manage and review corporate planning and performance reporting.
	Develop an NBA Communications strategy.	Implement the NBA Communications strategy.	Review and monitor the NBA Communications strategy.	Review and monitor the NBA Communications strategy.
Information Management and Technology	Maintain and update NBA business architecture and sector processes.	Maintain and update NBA business architecture and sector processes.	Maintain and update NBA business architecture and sector processes.	Maintain and update NBA business architecture and sector processes.
	Continue to implement and support the Digital Continuity 2020 Policy and program of work.	Review the Digital Continuity 2020 Policy and program of work.	Update and progress NBA Digital Continuity capabilities.	Update and progress NBA Digital Continuity capabilities.
	Maintain protective security and resilience of ICT systems and infrastructure.	Maintain protective security and resilience of ICT systems and infrastructure.	Maintain protective security and resilience of ICT systems and infrastructure.	Maintain protective security and resilience of ICT systems and infrastructure.
	Identify and deliver a range of ICT service improvements.	Identify and deliver a range of ICT service improvements.	Identify and deliver a range of ICT service improvements.	Identify and deliver a range of ICT service improvements.
	Continue to support systems aligning with the Digital Service Standard.	Continue to support systems aligning with the Digital Service Standard.	Continue to support systems aligning with the Digital Service Standard.	Continue to support systems aligning with the Digital Service Standard.

Program	2019–20	2020–21	2021–22	2022–23
Blood Sector Knowledge and Development	Ensure NBA attendance at relevant domestic and international conferences for 2019–20.	Ensure NBA attendance at relevant domestic and international conferences for 2020–21.	Ensure NBA attendance at relevant domestic and international conferences for 2021–22.	Ensure NBA attendance at relevant domestic and international conferences for 2022–23.
	Engage internationally to maintain leading edge visibility and knowledge of evolving blood sector therapies, supply, management and other issues.	Engage internationally to maintain leading edge visibility and knowledge of evolving blood sector therapies, supply, management and other issues.	Engage internationally to maintain leading edge visibility and knowledge of evolving blood sector therapies, supply, management and other issues.	Engage internationally to maintain leading edge visibility and knowledge of evolving blood sector therapies, supply, management and other issues.
	Undertake horizon scanning and continue to monitor and report on international trends that may influence the management of blood and blood products in Australia.	Undertake horizon scanning and continue to monitor and report on international trends that may influence the management of blood and blood products in Australia.	Undertake horizon scanning and continue to monitor and report on international trends that may influence the management of blood and blood products in Australia.	Undertake horizon scanning and continue to monitor and report on international trends that may influence the management of blood and blood products in Australia.

KEY PERFORMANCE INDICATORS

- Continue to be an employer of choice with a staff retention rate of not less than 80%.
- Maintain a safe and healthy work environment with a reportable incident rate of less than 2%.
- Ensure that 100% of all annual APS mandatory learning and development modules can be completed online by NBA staff.
- Report international trends relevant to Australia's management of blood and blood products monthly on the NBA website.





NATIONAL BLOOD AUTHORITY
AUSTRALIA