



NATIONAL BLOOD AUTHORITY AUSTRALIA

CORPORATE PLAN 2020–21 TO 2023–24

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



NATIONAL BLOOD AUTHORITY
AUSTRALIA



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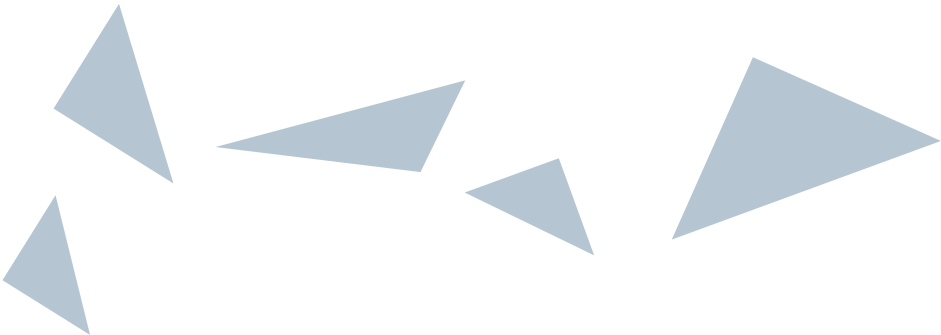
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Introduction



The emergence of COVID-19 continues to challenge all of us personally, professionally and organisationally. Like other organisations and their people, we have had to adapt to different ways of working and, in particular, how we can continue to engage most effectively with our very wide-range of stakeholders, many of whom are understandably preoccupied with the immediacy of managing the health issues arising from COVID-19.

Our mission to save and improve the lives of all Australians remains unchanged. Our core business to manage the adequate safe, secure and affordable supply of blood and blood products remains our focus. We are continuously reviewing our contingency planning and working even more closely with the Australian Red Cross Lifeblood (Lifeblood) in relation to fresh blood and plasma supplies, and with our commercial suppliers in relation to imported products and associated supply chains. Australia is currently in a good position for the supply of blood and blood products and we will continue to work hard to strengthen this position in the years ahead.

We have been pleased to engage as necessary, on behalf of Australian governments, with Lifeblood and CSL Behring as they work hard to rapidly acquire sufficient plasma from recovering COVID-19 patients to develop hyperimmune and other potential therapies and treatments for COVID-19 in Australia and to support clinical trials. It is pleasing to see the progress being made, including through the cooperative research and development work globally of a number of our major commercial suppliers.

We have closely examined our plans and priorities and considered what can be realistically achieved within the overarching priority of addressing issues arising from the pandemic. The best thing the National Blood Authority (NBA) can do is to continue to concentrate on achieving the best possible management of issues within the blood sector, to ensure the continuing and reliable supply and management of blood and blood products. Such continued improvements will ensure that the interests of governments are reflected through proper funding and governance arrangements in the blood sector and that the best possible outcomes for patients who rely on the NBA and our partners doing our jobs as well as we can are achieved.

This is what we will continue to do. Our Corporate Plan and Business Plan reflect this clear intent for 2020–21 and beyond.

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.

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

promote the safe, and 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-related products and develops and manages an annual supply plan and budget
- ◆ Negotiates and manages national contracts with suppliers of blood and blood-related products to obtain the needed products
- ◆ Assesses blood supply risk and develops commensurate contingency planning
- ◆ Supports the work of all Australian governments in improving the way blood products are governed, managed and used, as well as 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
- ◆ Collaborates with key stakeholders to provide expert advice to support government policy development, including the identification of emerging risks, developments, trends and opportunities
- ◆ Manages the evaluation of proposals for blood sector improvements, including proposals for new products, technologies and system changes
- ◆ Provides secretariat support to the Jurisdictional Blood Committee (JBC).

The NBA falls 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 intergovernmental framework.

OUR OUTCOMES

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.

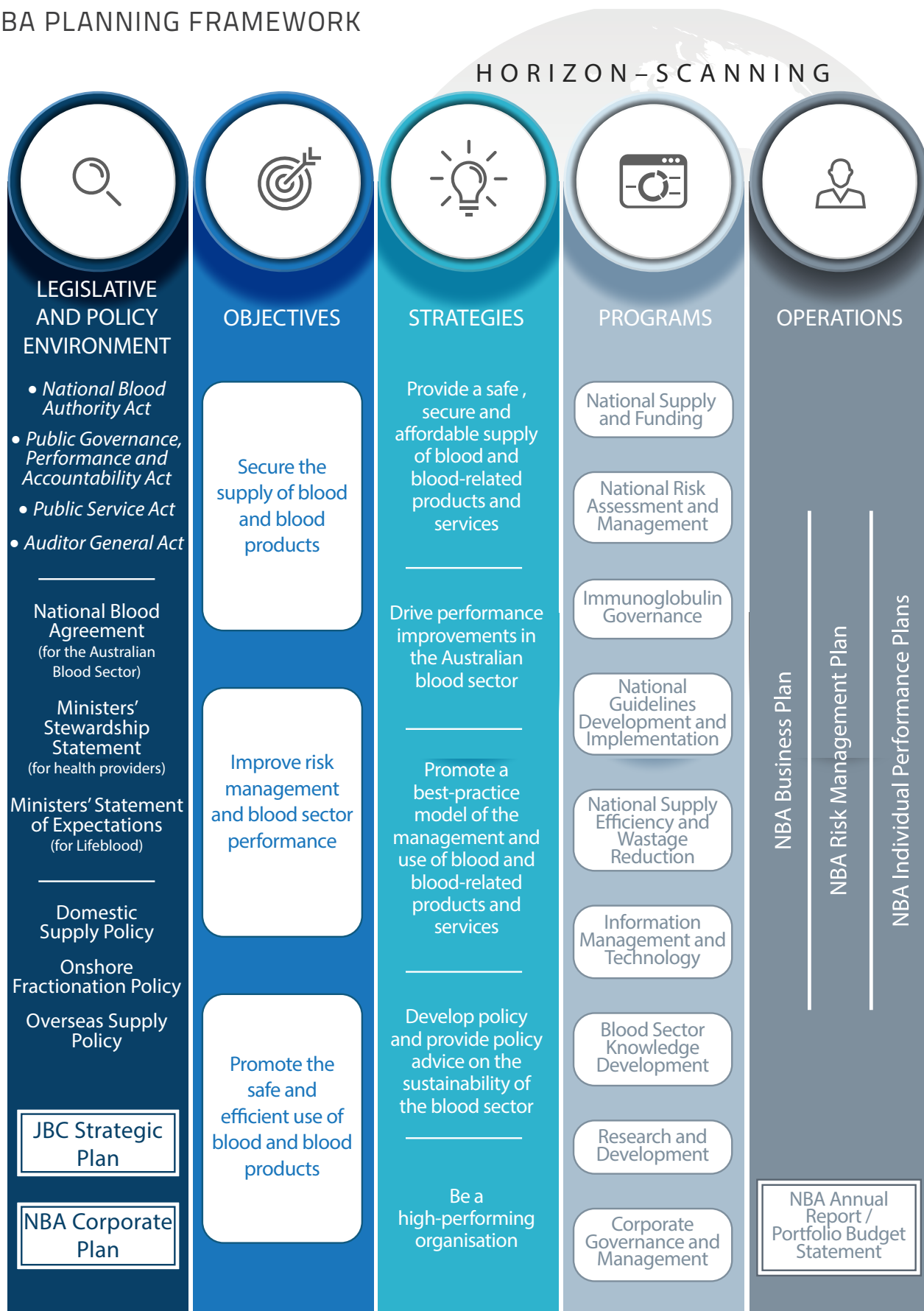
OUR PURPOSE

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

OUR STRATEGIES AND BUSINESS PROGRAMS

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

NBA PLANNING FRAMEWORK

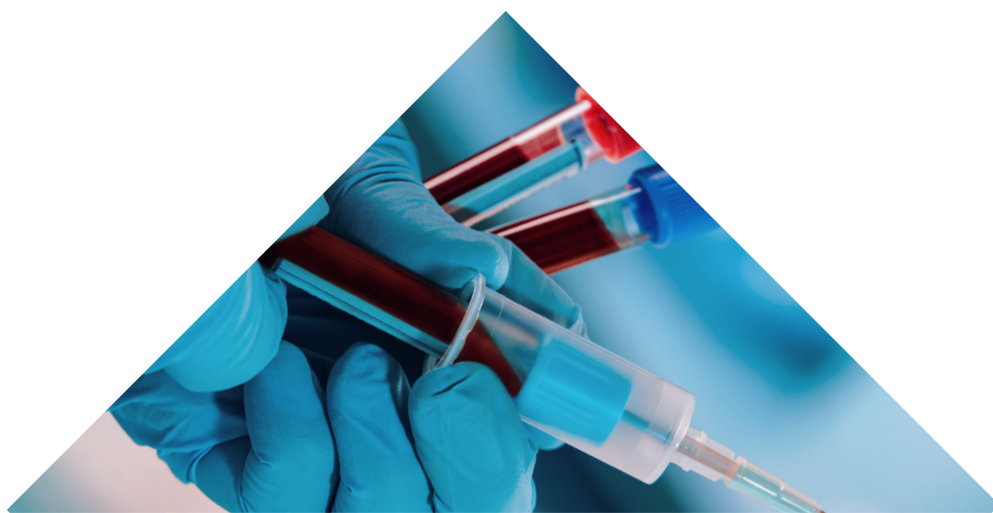


OUR AUTHORITY

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, it is responsible for meeting ministerial, parliamentary and financial reporting requirements.

The Corporate Plan identifies the targets that the NBA will seek to deliver on 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 JBC 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 Advisory Board and NBA staff. The plan also considers wider health sector imperatives, including the following:

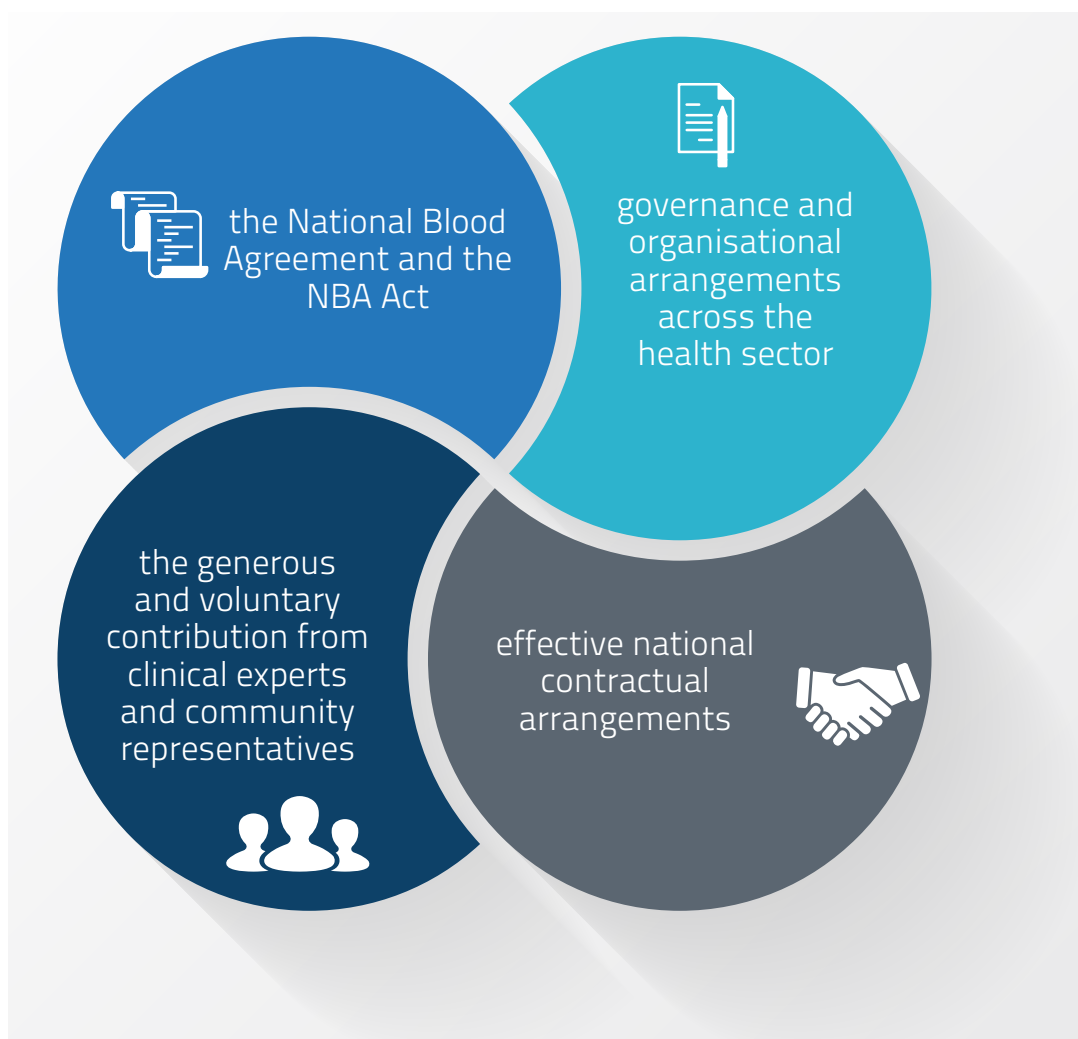
- ◆ the Statement on National Stewardship Expectations for the Supply of Blood and Blood Products
- ◆ the implementation of the second edition of the National Safety and Quality Health Service Standard for Blood Management and associated tools
- ◆ the National Policy—Access to Government-Funded Immunoglobulin Products in Australia and associated Criteria for the Clinical Use of Immunoglobulin in Australia
- ◆ key national strategies and programs endorsed by funding governments under the National Blood Agreement
- ◆ regulatory and legislative requirements
- ◆ funding guidance
- ◆ e-health standards
- ◆ the policy framework for Australian Government health technology assessments
- ◆ health sector commitments to performance measurement.



ENVIRONMENT

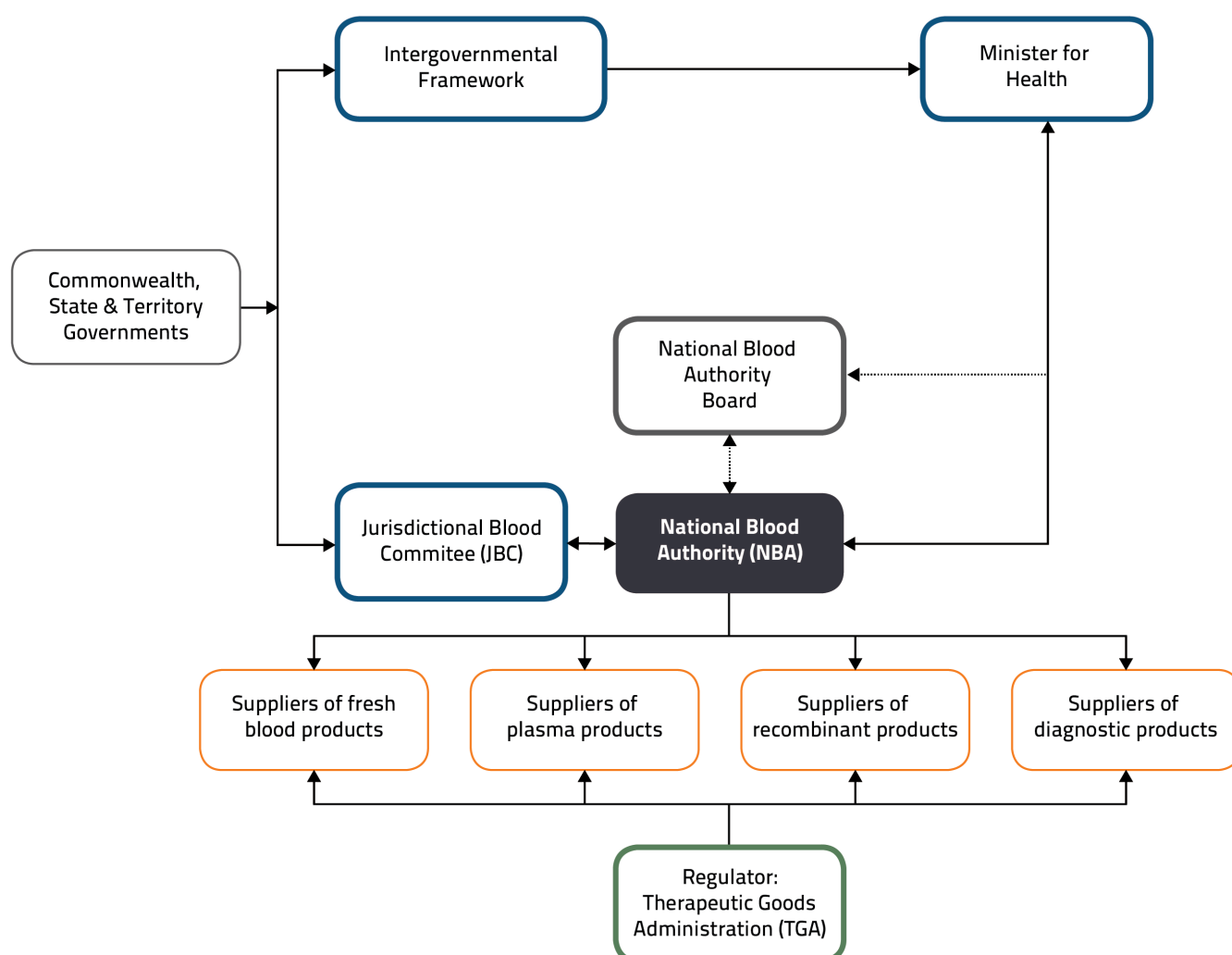
Improving the blood sector requires that the NBA works collaboratively with all governments, suppliers, public and private health services, health professionals, patients and non-government organisations. The NBA aims to implement a blood supply system that is responsive to patient needs and built on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

The nature of the relationships is determined by:



GOVERNANCE ARRANGEMENTS

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



AUSTRALIAN GOVERNMENTS

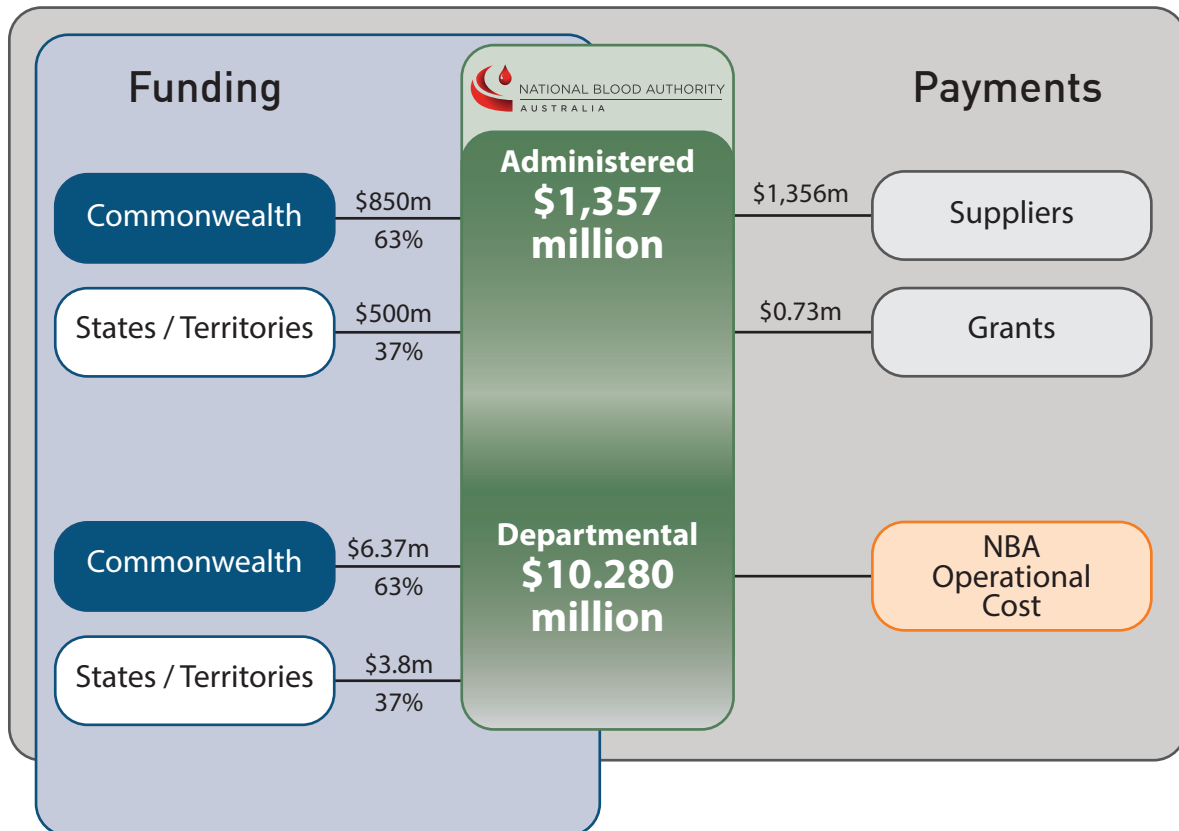
Under the National Blood Agreement, Australian governments are responsible for the following:

- ◆ jointly funding the national blood supply and the NBA's operating costs
- ◆ establishing the policy framework and specific policies relating to the national blood supply
- ◆ overseeing the management of the blood supply by the NBA
- ◆ fostering optimal patient outcomes and the development and implementation of best-practice systems to promote efficient use and minimal wastage
- ◆ gathering and providing information on the demand for blood and blood products
- ◆ commissioning assessments and reviews for National Blood Supply Change Proposals, and reviews of product utilisation
- ◆ managing local issues, such as those involving clinical practice.

FUNDING

The national blood supply and operating costs of the NBA are jointly funded by Australian governments. The Australian Government provides 63% of funding, and the states and territories collectively contribute 37%.

2020–21 FUNDING



REGULATOR

The Therapeutic Goods Administration is responsible for the following:

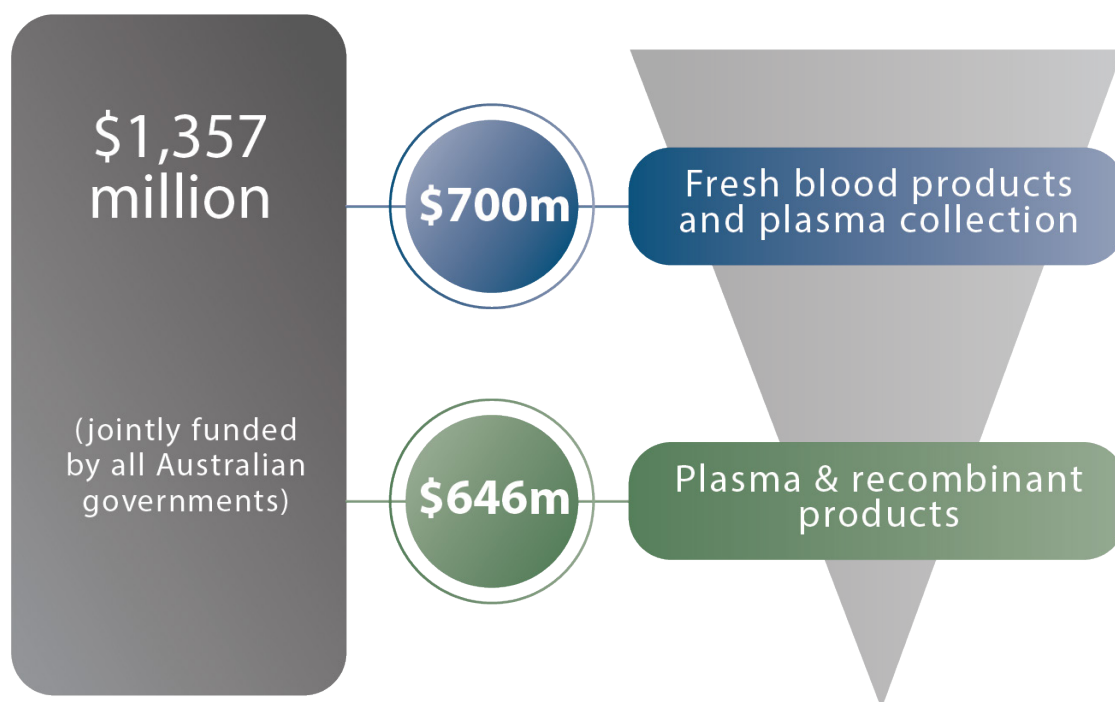
- ♦ regulating the safety and efficacy of blood and blood products under the *Therapeutic Goods Act 1989*
- ♦ licensing and auditing Good Manufacturing Practice for blood collection and manufacturing and supervising product recalls
- ♦ modifying safety standards and issuing directives such as donor deferrals.

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 that meets clinical demand. The National Supply Plan and Budget (NSP&B) is developed each year.

The volumes and types of products anticipated to be needed from suppliers are forecast in the NSP&B following consultations with clinicians, jurisdictions and patient groups. The NSP&B is approved by Health Ministers on an annual basis.

NATIONAL SUPPLY PLAN AND BUDGET 2020–21



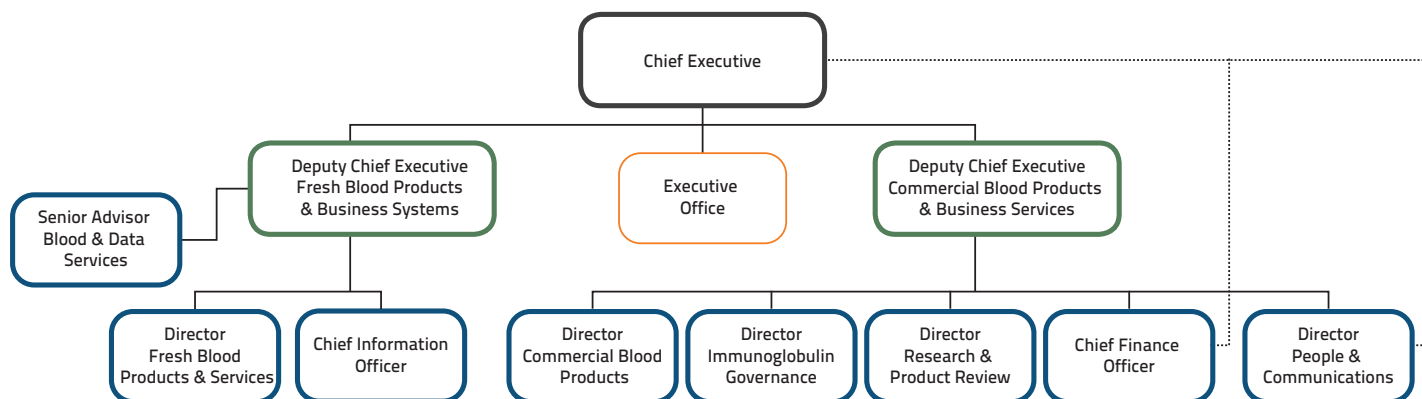
NBA ORGANISATIONAL STRUCTURE

The NBA is organised into two Branches:

- ◆ Commercial Blood Products and Business Services
- ◆ Fresh Blood Products and Business Systems.

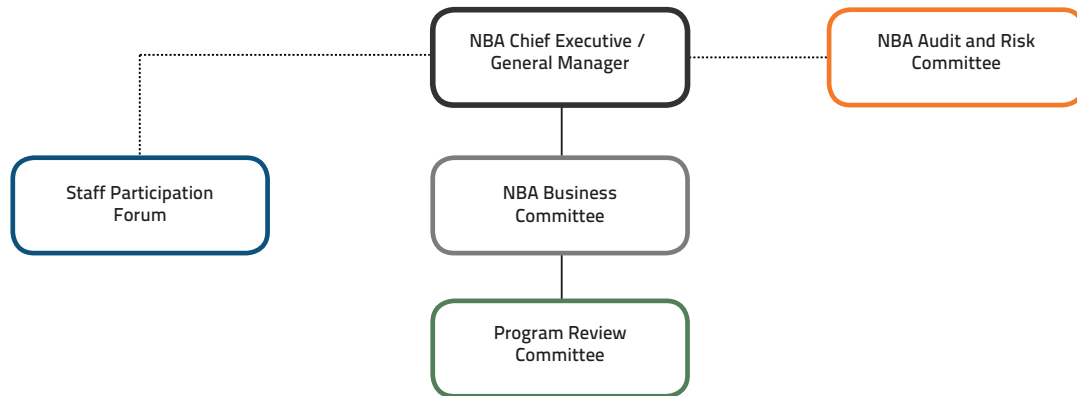
Both branches have program and business responsibilities and are led by a Deputy Chief Executive.

The NBA Chief Executive and Deputy Chief Executives are supported by a small Executive Office.



INTERNAL GOVERNANCE STRUCTURE

Four committees assist the NBA Chief Executive in planning and managing corporate governance, outcome delivery, strategic projects, risk and stakeholder interests:



NBA BOARD

Established under the NBA Act the NBA Board provides advice to the Chief Executive about the performance of the NBA's functions. The NBA Board is not a decision making body and has no formal or direct role in the governance or management of the NBA.

The NBA Board considers key strategic issues facing the NBA and provides advice to the NBA Chief Executive.

The NBA also liaises with stakeholders to strengthen relationships, promote the role of the NBA and contribute to the development of the organisation in a manner that furthers stakeholders' requirements.

The NBA Board is appointed by the Australian Government Minister for Health for a four-year term, based on nominees selected through the intergovernmental framework.

ADVISORY COMMITTEES

Four key advisory committees have been established by the NBA Chief Executive under section 38 of the NBA Act to provide advice and assistance in the development and implementation of a number of the NBA's key functions and programs:

- ◆ Australian Bleeding Disorder Registry Steering Committee
- ◆ Patient Blood Management Steering Committee
- ◆ National Immunoglobulin Governance Advisory Committee
- ◆ Haemovigilance Advisory Committee.

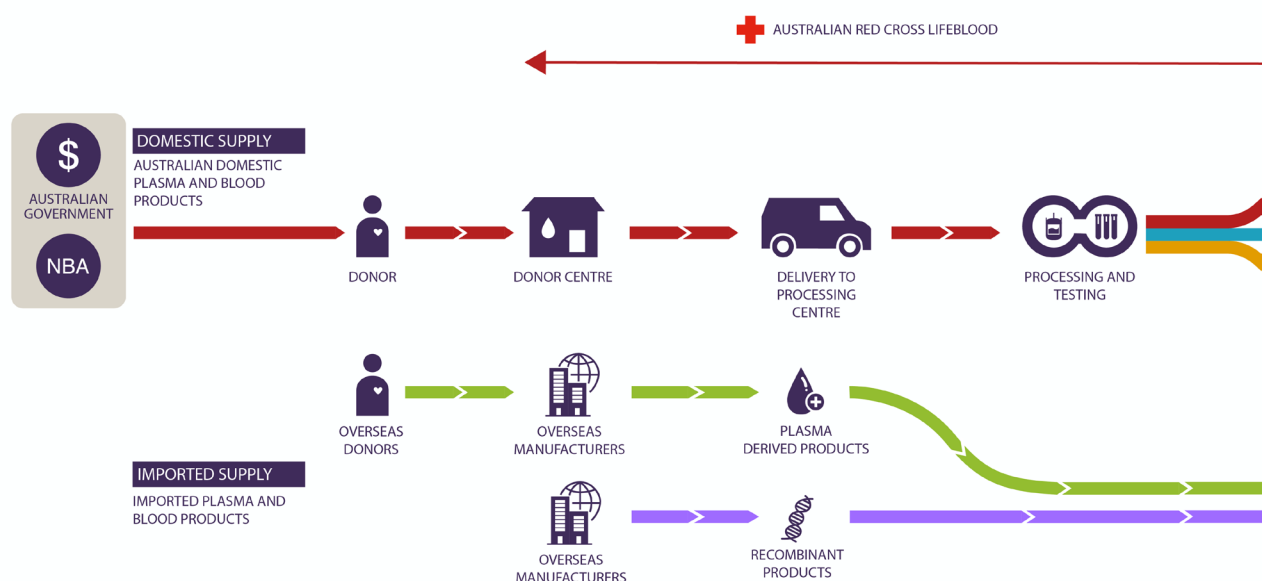
The NBA also receives invaluable advice and assistance from a range of stakeholders and experts through non-statutory committees, working groups and consultations.

SUPPLIERS OF BLOOD AND BLOOD PRODUCTS

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

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

Several other biopharmaceutical companies are responsible for the supply of imported blood products that are not produced in Australia and products for which demand cannot be met by the domestic supply.



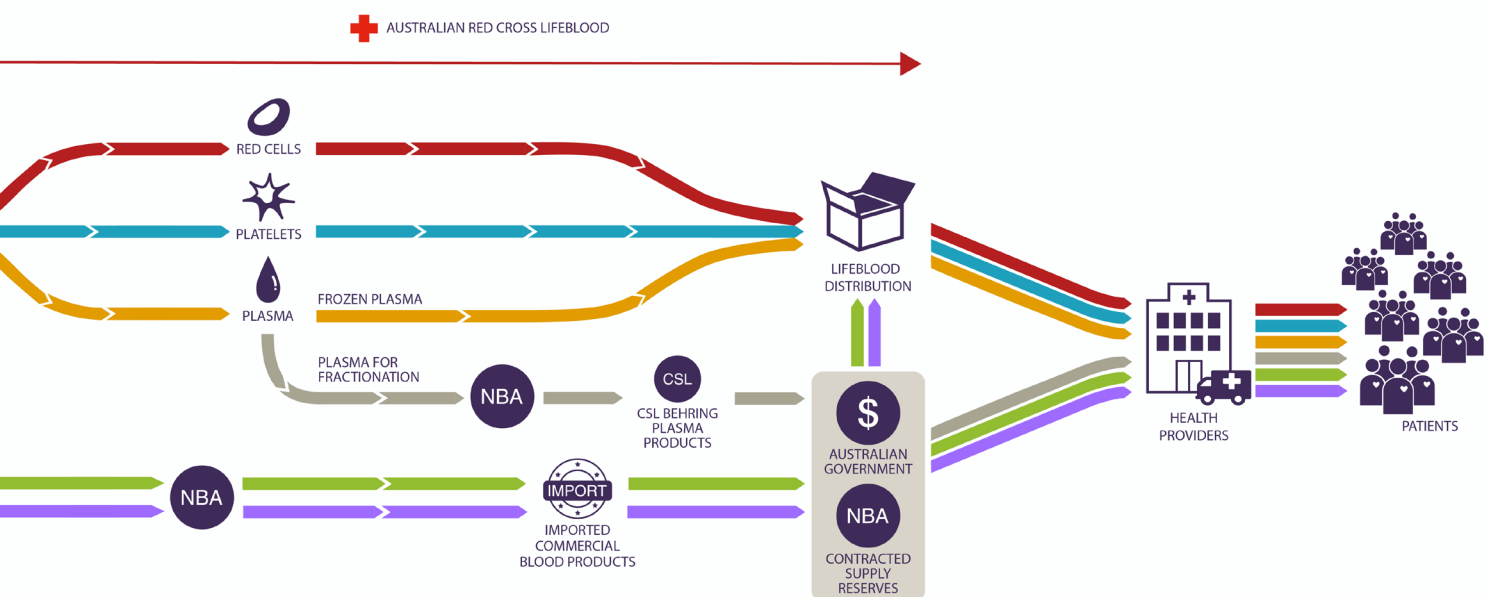
Contracted suppliers are responsible for providing adequate supply at all times to meet Australian requirements. Appropriate product support must be provided to stakeholders within the healthcare system, and a range of supply security mitigation measures including product reserve holding required by NBA supply contracts must be met. Suppliers are responsible for supporting National Blood Supply Change Proposal applications made for new products or new variations of existing products with relevant supporting evidence.

HEALTH PROFESSIONALS

Health professionals provide expert opinion and advice to support NBA activities on demand and supply planning, governance and the management of demand and product access, as well as the development and implementation of evidence-based guidelines and criteria for use. The involvement of health professionals is sought through nominations from colleges and societies that represent various specialist areas of clinical practice.

PATIENTS

Patients who require blood products and the representative organisations that support patients are important stakeholder groups, and are involved in providing valuable advice in a range of NBA committees. 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 an adequate, safe, secure and affordable supply of blood and blood products requires that critical areas are addressed, including changing demand, the development of new products and services and changes to existing ones, variability in usage, and supply dynamics.

The NBA's priorities are shaped by horizon scanning, analyses of the operating environment and future economic, financial and policy factors that may affect the NBA's work. The following trends and drivers are anticipated to influence strategic planning over the next four years:

SUPPLY AND FINANCIAL CHALLENGES



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

DEMOGRAPHIC CHANGES

- ◆ 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 Ig products – the single largest component of the blood budget – where demand continues to grow significantly.



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 that considers new research and evidence to ensure that clinical guidelines are current and cover relevant products and clinical contexts
- ◆ Further scope to reduce the 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. This requires careful and timely health technology assessments to ensure clinically appropriate, equitable and cost-effective patient access.
- ◆ Well-directed research to develop knowledge to support effective and efficient use of blood products to achieve appropriate patient outcomes.



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. Such methodologies are needed to overcome the significant challenges associated with establishing national data sets to support clinical practice, benchmarking and performance analysis.

FUNCTIONAL RESPONSE

- ◆ Opportunities arising from governments exploring and broadening the programs or services provided by the NBA.





Risk Management

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

To achieve this, the NBA ensures that responsibility and accountability lie with those best placed to manage risk through structured measures. The NBA Risk Management Policy and Framework is kept under continuous review and is improved through a quality improvement approach.

SUPPLY RISK MANAGEMENT MEASURES

All supply contracts require suppliers to develop and provide risk management plans to the NBA. These plans detail each supplier's approach to ensuring that the risks associated with providing products and services are identified, 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 several 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 supplies and the ability to respond to supply and demand risks as they arise. The JBC has 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 a plan to incorporate non-supply crisis management events and undertake simulations. The revised NBSCP includes:

- ◆ expanded information covering roles and responsibilities
- ◆ strengthened communication channels for when the plan is activated
- ◆ clearer escalation and management responsibilities during the activation of the plan
- ◆ additional 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 any potential consequences for the broader health sector.

BLOOD SAFETY RISK MANAGEMENT

The responsibility for producing safe and effective blood products rests with the products' manufacturers. However, all blood and blood products, whether domestic or imported, must meet stringent standards. The Therapeutic Goods Administration (TGA) has the 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 meet these standards as part of their contractual obligations. The NBA also monitors relevant international developments and trends.

In addition, a number of standards and principles are 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 for use 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 ensures that risk-mitigation activities are in place to minimise planned system downtime and rapidly identify and manage unexpected system downtime.

BUSINESS CONTINUITY PLAN

The NBA maintains detailed business continuity planning to ensure the continued effectiveness of its business programs, key projects and corporate functions in the event of risks that impact on the NBA's organisational functioning. The overarching business continuity framework and specific business continuity planning elements are kept updated through a regular review process.





Capability

OUR VALUES

The NBA recognises the vital 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
- ◆ delivering on 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. Over the next four years, the NBA will consolidate and enhance its ability 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 building an innovative and professional workplace
- ◆ promoting staff participation in creating a collaborative workplace culture
- ◆ maintaining strong internal and external relationships
- ◆ introducing electronic business processes to enhance performance, governance and compliance
- ◆ providing an enhanced assurance and control framework
- ◆ securing coordinated and comprehensive communications arrangements.

NBA CAPABILITY

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

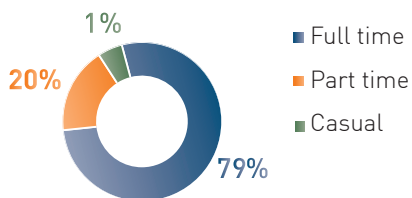
Our People

as at 1 July 2020

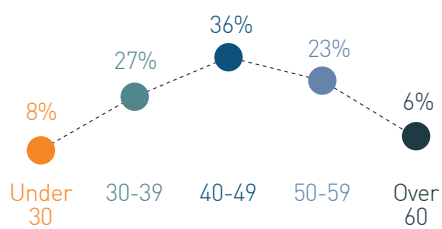
61 EMPLOYEES



ATTENDANCE TYPE



AGE GROUPS



DIVERSITY



74% of the workforce are women



62% of Executive Level & Senior Executive Services leaders are women



14% of employees are from non-English speaking backgrounds

Performance

The NBA performance outcomes are included in the Portfolio Budget Statements and directions outlined by the Minister in the Statement of Expectations. In line with the requirements of the PGPA Act, they are reported in the Annual Performance Statement in the Annual Report each year.

PORTFOLIO BUDGET STATEMENTS – OBJECTIVE 1:

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				
PERFORMANCE CRITERIA	TARGET 2020–21	TARGET 2021–22	TARGET 2022–23	TARGET 2023–24
A safe, secure and affordable supply of blood and blood-related products for Australia.	Blood and blood-related products are available to meet clinical requirements. Multiple contracts from diverse sources for relevant blood products are in place and managed.			
The supply outcome is within 5% of the National Supply Plan & Budget approved by governments.	<5% variation			
Appropriate access and use of Ig as indicated by clinical demand against approved access criteria.	<10% growth in Ig demand under approved criteria.	<9% growth in Ig demand under approved criteria.	<8% growth in Ig demand under approved criteria.	<8% growth in Ig demand under approved criteria.
National performance reporting and benchmarking across the Australian blood sector.	Publish performance reporting and benchmarking information on the NBA website for the blood sector community.			

Strategies

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 to support this goal and is aligned with the JBC Strategic Plan. Activities have been organised under five strategic goals:

STRATEGY



Provide a safe, secure and affordable supply of blood and blood-related products and services



Drive performance improvements in the Australian blood sector



Promote a best-practice model of the management and use of blood and blood-related products and services



Develop policy and provide policy advice on the sustainability of the blood sector



Be a high-performing organisation

STRATEGY 1

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

KEY ACTIVITIES

Program	2020–21	2021–22	2022–23	2023–24
NATIONAL SUPPLY AND FUNDING	Manage the Deed of Agreement with Lifeblood.	Manage the Deed of Agreement with Lifeblood.	Manage the Deed of Agreement with Lifeblood.	Manage the Deed of Agreement with Lifeblood. Begin development of a new Deed of Agreement to commence 1 July 2025.
	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.	Oversee 2023–24 NSP&B and develop an NSP&B for 2024–25 in accordance with Schedule 3 of the National Blood Agreement.
	Manage contracts with CSL Behring and other product suppliers to ensure value-for-money in supply and performance.	Manage 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.	Manage contracts with CSL Behring and other product suppliers to ensure value-for-money in supply and performance. Address actions arising from the review of the contract with CSL Behring concerning the expiry date of the contract if needed.	
	Undertake procurement of imported blood products and red cell diagnostic reagents as required.	Undertake procurement of imported plasma and Recombinant Products and red cell diagnostic reagents as required	Undertake procurement of imported blood products and red cell diagnostic reagents as required	
	Oversee the ongoing agreement for Australian Haemophilia Centre Directors' Organisation (AHCDO) funding and the management of the Australian Bleeding Disorders 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.	
	Manage the allocation of Ig according to the annual plan and mitigate potential supply risks. Proactively communicate required changes to allocation to suppliers and stakeholders.	Manage the allocation of Ig according to the annual plan and mitigate potential supply risks. Proactively communicate required changes to allocation to suppliers and stakeholders.	Manage the allocation of Ig according to the annual plan and mitigate potential supply risks. Proactively communicate required changes to allocation to suppliers and stakeholders.	

Program	2020–21	2021–22	2022–23	2023–24
NATIONAL SUPPLY AND FUNDING	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.
IMMUNOGLOBULIN GOVERNANCE	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.	Monitor and improve supply access arrangements for Ig products.
NATIONAL SUPPLY EFFICIENCY AND WASTAGE REDUCTION	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 the revised National Blood Product Management Improvement Strategy.
NATIONAL RISK ASSESSMENT AND MANAGEMENT	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.
	Develop a program or series of exercises to inform the revised NBSCP.			

KEY PERFORMANCE INDICATORS

- ◆ Availability of blood and blood-related products meets clinical requirements.
- ◆ Multiple contracts from diverse sources for relevant blood products are in place and well-managed.
- ◆ Appropriate access and use of Ig, as indicated by clinical demand against approved access criteria.
- ◆ Collection and production yield for domestic Ig is maximised.
- ◆ Discards as a percentage of net issues of red blood cells are less than 2.5%.
- ◆ Supply outcome is within 5% of the NSP&B approved by governments.

STRATEGY 2

DRIVE PERFORMANCE IMPROVEMENTS IN THE AUSTRALIAN BLOOD SECTOR

KEY ACTIVITIES

Program	2020–21	2021–22	2022–23	2023–24
IMMUNOGLOBULIN GOVERNANCE	Use BloodSTAR and other data sources for Ig Governance reporting, performance improvement and evolution of the Ig Criteria.	Use BloodSTAR and other data sources for Ig Governance reporting, performance improvement and evolution of the Ig Criteria.	Use BloodSTAR and other data sources for Ig Governance reporting, performance improvement and evolution of the Ig Criteria.	Use BloodSTAR and other data sources for Ig Governance reporting, performance improvement and evolution of the Ig Criteria.
	Define, review, monitor and implement ongoing business requirements for BloodSTAR enhancements and maintenance.	Define, review, monitor and implement ongoing business requirements for BloodSTAR enhancements and maintenance.	Define, review, monitor and implement ongoing business requirements for BloodSTAR enhancements and maintenance.	Define, review, monitor and implement ongoing business requirements for BloodSTAR enhancements and maintenance.
	Continue to implement the approved Ig Governance Performance Improvement Strategy.	Monitor performance and support improvements to the use and management of Ig products in accordance with the Performance Improvement Strategy.	Monitor performance and support improvements to the use and management of Ig products in accordance with the Performance Improvement Strategy.	Monitor performance and support improvements to the use and management of Ig products in accordance with the Performance Improvement Strategy.
NATIONAL SUPPLY AND FUNDING	Progress pilot product utilisation reviews, and develop product utilisation review framework.	Expand product utilisation reviews based on pilot outcomes, and update framework as appropriate.	Continue to conduct product utilisation reviews based on pilot outcomes, and update framework as appropriate.	Continue to conduct product utilisation reviews based on pilot outcomes, and update framework as appropriate.
NATIONAL GUIDELINES DEVELOPMENT AND IMPLEMENTATION	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 the revised National Haemovigilance Program.
	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 the best-practice framework for clotting factors and related products based on national guidelines and ABDR in conjunction with key stakeholders.	Update the best-practice framework for clotting factors and related products based on national guidelines and ABDR in conjunction with key stakeholders.
INFORMATION MANAGEMENT AND TECHNOLOGY	Revise and prioritise outcomes from the Blood Sector Systems and Data Roadmap. Deliver the agreed revised priorities on the Blood Sector Systems and Data Roadmap 2018–22. Commence planning for the next strategy and roadmap.	Finalise the agreed deliverables on the Blood Sector Systems and Data Roadmap 2018–22. Finalise the next strategy and roadmap.	Implement the next strategy and roadmap.	Review and prioritise outcomes from the next strategy and roadmap.

Program	2020–21	2021–22	2022–23	2023–24
INFORMATION MANAGEMENT AND TECHNOLOGY	Continue to support the existing Integrated Data Management System (IDMS) to the NBA. Develop requirements, designs and options for a replacement solution.			
	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 in finalising the implementation of the Blood Sector Systems interface with hospital LIS.	Support LIS suppliers in completing hospital LIS interfaces with Blood Sector Systems.	Provide support to hospital LIS interfaces with Blood Sector Systems.	Provide support to hospital LIS interfaces with Blood Sector Systems.
	Support Lifeblood with the BloodNet/National Blood Management System (NBMS) Integration Project.	Support Lifeblood in finalising the BloodNet/NBMS Integration Project.	Maintain ongoing support for the BloodNet/NBMS integration.	Provide support for the BloodNet/NBMS integration.
	Support suppliers and Australian health providers in implementing of the national policy on blood tracking for blood and blood products.	Continue to support suppliers and Australian health providers in the implementation of the national policy on blood tracking for blood and blood products.	Maintain ongoing support of suppliers and Australian health providers in the implementation of the national policy on blood tracking for blood and blood products.	Support suppliers and Australian health providers in the implementation of the national policy on blood tracking for blood and blood products.
	Undertake agreed priorities in the Data Improvement Program.	Deliver on agreed priorities in the Data Improvement Program.	Finalise and support quality and consistency of data.	Provide support to the data solutions.

KEY PERFORMANCE INDICATORS

- ◆ Publish performance reporting and benchmarking information on the NBA website for the blood sector community.
- ◆ Performance data published each year for Ig and clotting factor usage.
- ◆ Pilot and routine product utilisation reviews commenced.

STRATEGY 3

PROMOTE A BEST-PRACTICE MODEL OF THE MANAGEMENT AND USE OF BLOOD AND BLOOD-RELATED PRODUCTS AND SERVICES

KEY ACTIVITIES

Program	2020–21	2021–22	2022–23	2023–24
NATIONAL GUIDELINES DEVELOPMENT AND IMPLEMENTATION	Continue to develop a sustainable PBM Guideline development and update process, to be endorsed by JBC.	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 sustainable PBM Guideline development and update process, as endorsed by JBC.
	Develop a revised Module 1 for Critical Bleeding and Massive Transfusion.	Release the revised Module 1 for Critical Bleeding and Massive Transfusion.	Review Module 1 for Critical Bleeding and Massive Transfusion.	Review Module 1 for Critical Bleeding and Massive Transfusion.
	Publish guidelines on the prophylactic use of Rh(D) Ig in maternity care.	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.
	Continue to implement the revised PBM Implementation Strategy and review the outcomes in preparation for subsequent strategy development.	Develop a revised PBM Implementation Strategy for 2021–24.	Implement the 2021–24 PBM Implementation Strategy.	Continue to implement the 2021–24 PBM Implementation Strategy.
	Engage with the International Foundation for Patient Blood Management (IFPBM).	Continue to engage with the IFPBM.	Continue to engage with the IFPBM.	Continue to engage with the IFPBM.
	Deliver and promote an expanded suite of tools to support health providers in implementing the National Safety and Quality Health Service (NSQHS) Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers in implementing the NSQHS Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers in implementing the NSQHS Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers in implementing the NSQHS Blood Management Standard.
	Implement and review the BloodSafe e-learning Australia (BEA) program endorsed by the JBC.	Implement the BEA program endorsed by the JBC.	Implement the BEA program endorsed by the JBC.	Implement the BEA program endorsed by the 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	2020–21	2021–22	2022–23	2023–24
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.
	Continue to identify, prioritise and explore opportunities for increasing of knowledge on Ig use and management.	Continue to identify, prioritise and explore opportunities for increasing of knowledge on Ig use and management.	Continue to identify, prioritise and explore opportunities for increasing of knowledge on Ig use and management.	Continue to identify, prioritise and explore opportunities for increasing of knowledge on Ig use and management.
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 framework and priorities for the National Blood Sector Research and Development Program.	Evaluate outcomes and alignment with the updated strategic framework and priorities of the National Blood Sector Research and Development Program and identify improvements for future grant rounds.	Implement improvements to the National Blood Sector Research and Development Program grant rounds.	Implement improvements to the National Blood Sector Research and Development Program grant rounds.

KEY PERFORMANCE INDICATORS

- ◆ Sustained improvements in the management and use of blood products through:
 - continued reduction in wastage from 2019–20
 - increased number of clinical guidelines, clinical practice tools and resources developed and promoted for use in the sector
 - increased number of publications from NBA grants
 - finalisation of the strategy for the 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	2020–21	2021–22	2022–23	2023–24
NATIONAL SUPPLY AND FUNDING	Implement the 4th cycle of the Output Based Funding Model (OBFM) Funding and Services Agreement.	Negotiate the 5th OBFM with Lifeblood.	Implement the 5th OBFM with Lifeblood.	Implement the 5th OBFM with Lifeblood.
	Provide advice to support government policy considerations of strategies to respond to dynamic challenges to the sustainable supply of blood products to meet clinical demand.	Provide advice to support government policy considerations of strategies to respond to dynamic challenges to the sustainable supply of blood products to meet clinical demand.	Provide advice to support government policy considerations of strategies to respond to dynamic challenges to the sustainable supply of blood products to meet clinical demand.	Provide advice to support government policy considerations of strategies to respond to dynamic challenges to the sustainable supply of blood products to meet clinical demand.
IMMUNOGLOBULIN GOVERNANCE	Support special purpose health technology assessment reviews of selected Ig conditions, progress outcomes to the JBC and implement any changes.	Continue the implementation of outcomes following health technology assessment reviews of selected Ig conditions.	Continue the implementation of outcomes following health technology assessment reviews of selected Ig conditions.	Continue the implementation of outcomes following health technology assessment reviews of selected Ig conditions.
NATIONAL RISK ASSESSMENT AND MANAGEMENT			Begin the Review of Risk Management in the Blood Sector.	Complete the review and 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 the JBC and inform decision-making in relation to national policy and access criteria.

STRATEGY 5

BE A HIGH-PERFORMING ORGANISATION

KEY ACTIVITIES

Program	2020–21	2021–22	2022–23	2023–24
INFORMATION MANAGEMENT AND TECHNOLOGY	Maintain and update blood sector system processes to meet business needs.	Maintain and update blood sector system processes to meet business needs.	Maintain and update blood sector system processes to meet business needs.	Maintain and update blood sector system processes to meet business needs.
	Review the Digital Continuity 2020 Policy and the new National Archives of Australia Information and Data Governance Framework from 2021.	Update and progress NBA Digital Continuity capabilities.	Update and progress NBA Digital Continuity capabilities.	Update and progress NBA Digital Continuity capabilities.
	Enhance protective security and resilience of ICT systems and Essential 8 Security controls to maintain and improve the security of ICT infrastructure.	Continued monitoring and enhancement of protective security and cyber resilience of ICT systems and infrastructure.	Continued monitoring and enhancement of protective security and cyber resilience of ICT systems and infrastructure.	Continued monitoring and enhancement of protective security and cyber 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.
CORPORATE GOVERNANCE AND MANAGEMENT	Effectively manage the NBA human, financial and property resources.	Effectively manage the NBA human, financial and property resources.	Effectively manage the NBA human, financial and property resources.	Effectively manage the NBA human, financial and property resources.
	Manage and support advisory and governance committees and Accountable Authorities Instructions (AAIs).	Manage and support advisory and governance committees and AAIs.	Manage and support advisory and governance committees and AAIs.	Manage and support advisory and governance committees and AAIs.
	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 e-Learning Management System and other staff learning opportunities.
	Review and monitor the Work Health and Safety (WHS) Governance Framework.	Review and monitor the WHS Governance Framework.	Review and monitor the WHS Governance Framework.	Review and monitor the WHS Governance Framework.
	Early consideration of a new NBA Enterprise Agreement.	Commence renegotiation of NBA Enterprise Agreement.	Implement NBA Enterprise Agreement.	Implement NBA Enterprise Agreement.

Program	2020-21	2021-22	2022-23	2023-24
CORPORATE GOVERNANCE AND MANAGEMENT	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 and implement the NBA communications strategy.	Review and monitor the NBA communications strategy.	Review and monitor the NBA communications strategy.	Review and monitor the NBA communications strategy.
BLOOD SECTOR KNOWLEDGE DEVELOPMENT	Ensure NBA attendance at relevant domestic and international conferences or alternate events for 2020-21, where possible.	Ensure NBA attendance at relevant domestic and international conferences for 2021-22.	Ensure NBA attendance at relevant domestic and international conferences for 2022-23.	Ensure NBA attendance at relevant domestic and international conferences for 2023-24.
	Continue to monitor and report on international trends that may influence the management of blood and blood products in Australia.	Continue to monitor and report on international trends that may influence the management of blood and blood products in Australia.	Continue to monitor and report on international trends that may influence the management of blood and blood products in Australia.	Continue to monitor and report on international trends that may influence the management of blood and blood products in Australia.

KEY PERFORMANCE INDICATORS

- ◆ Remain an employer of choice with a staff retention rate of no less than 80%.
- ◆ Maintain a safe and healthy working 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.

