



NATIONAL BLOOD AUTHORITY AUSTRALIA

CORPORATE PLAN 2017-18 TO 2020-21

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



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Contents

INTRODUCTION	2
THE NBA.....	3
ENVIRONMENT	6
FUTURE CHALLENGES	8
CAPABILITY	9
RISK MANAGEMENT.....	10
PERFORMANCE	11

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 2017-18 (Plan) for the National Blood Authority covering the period 2017-18 to 2020-21.

Since the national blood arrangements were established 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 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 arising primarily from the:

- growth in demand for some products;
- 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 that are designed to address these issues and further improve the national blood arrangements in Australia. 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 at 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 used – including developing and facilitating strategies and programs that will improve the safety, quality and effectiveness of blood usage, particularly in the areas of national standards, 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 responsible to the Commonwealth Minister for Health and the Council of Australian Governments (COAG) Health Council.

OUR OUTCOME

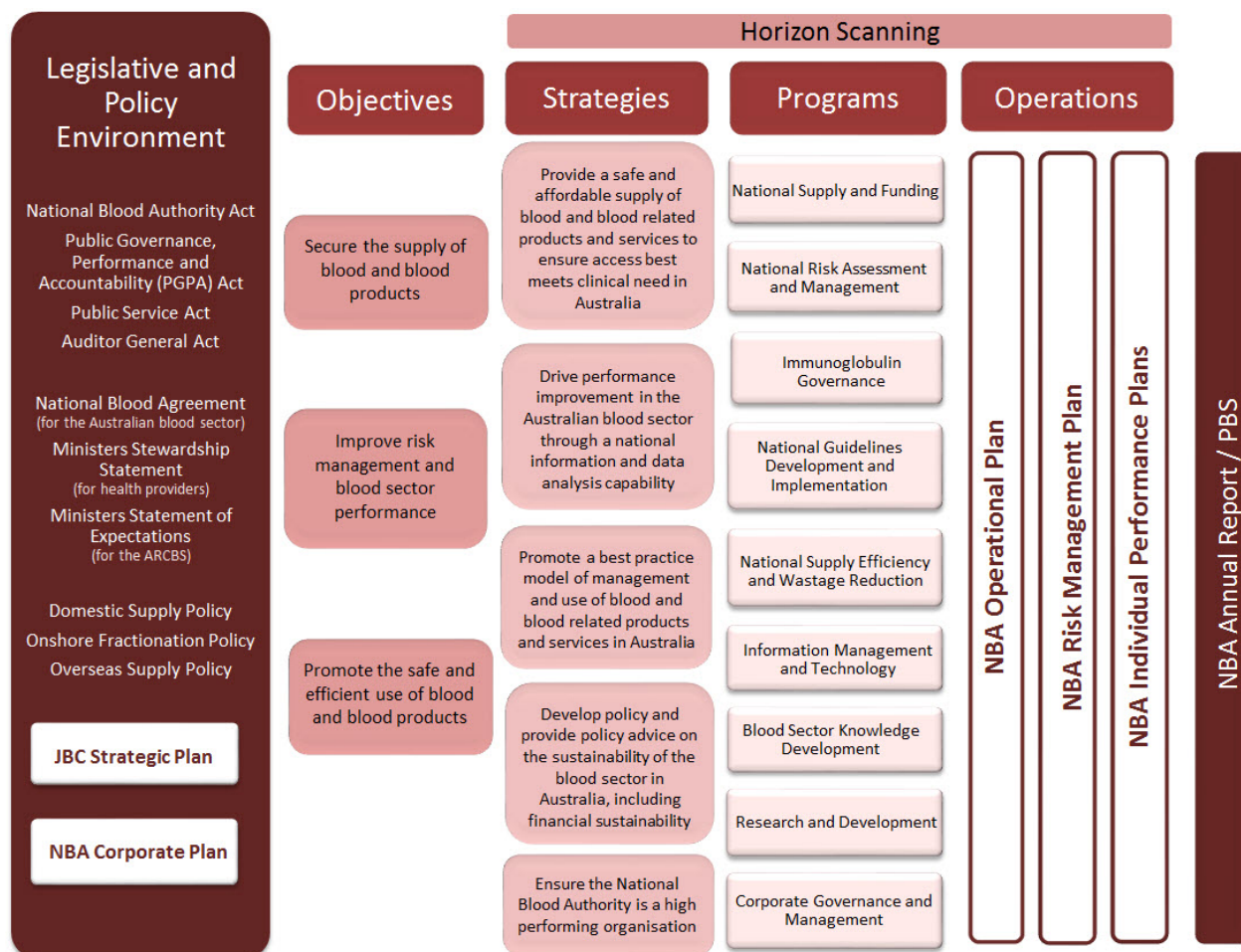
Access to a secure supply of safe and affordable blood products, including through national supply arrangements and coordination of best practice standards within agreed funding policies under the national blood arrangements.

OUR PURPOSE

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

OUR STRATEGIES AND BUSINESS PROGRAMS

The NBA delivers against our purpose through the three objectives, five strategies and nine programs as depicted in the planning framework diagram below.

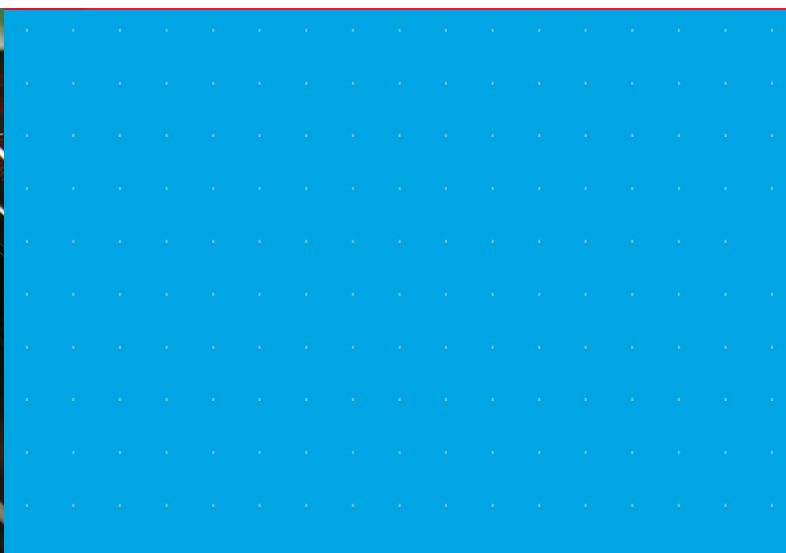


OUR AUTHORITY

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*, along with 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 level document that draws heavily on, and is closely aligned with, the objectives identified in the Jurisdictional Blood Committee Strategic Plan 2016-18. It is also informed by the work plans of the various JBC and NBA consultative and technical committees. These committees include 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 from:

- the Statement on National Stewardship Expectations for the Supply of Blood and Blood Products;
- the priorities associated with the implementation of the National Safety and Quality Health Service Standard for Blood and Blood Products;
- the Government Federation Review;
- regulatory, legislative and policy requirements;
- funding guidance;
- e-health standards;
- the Medical Benefits Scheme (MBS) Review; and
- health sector commitment to performance measurement.



Environment

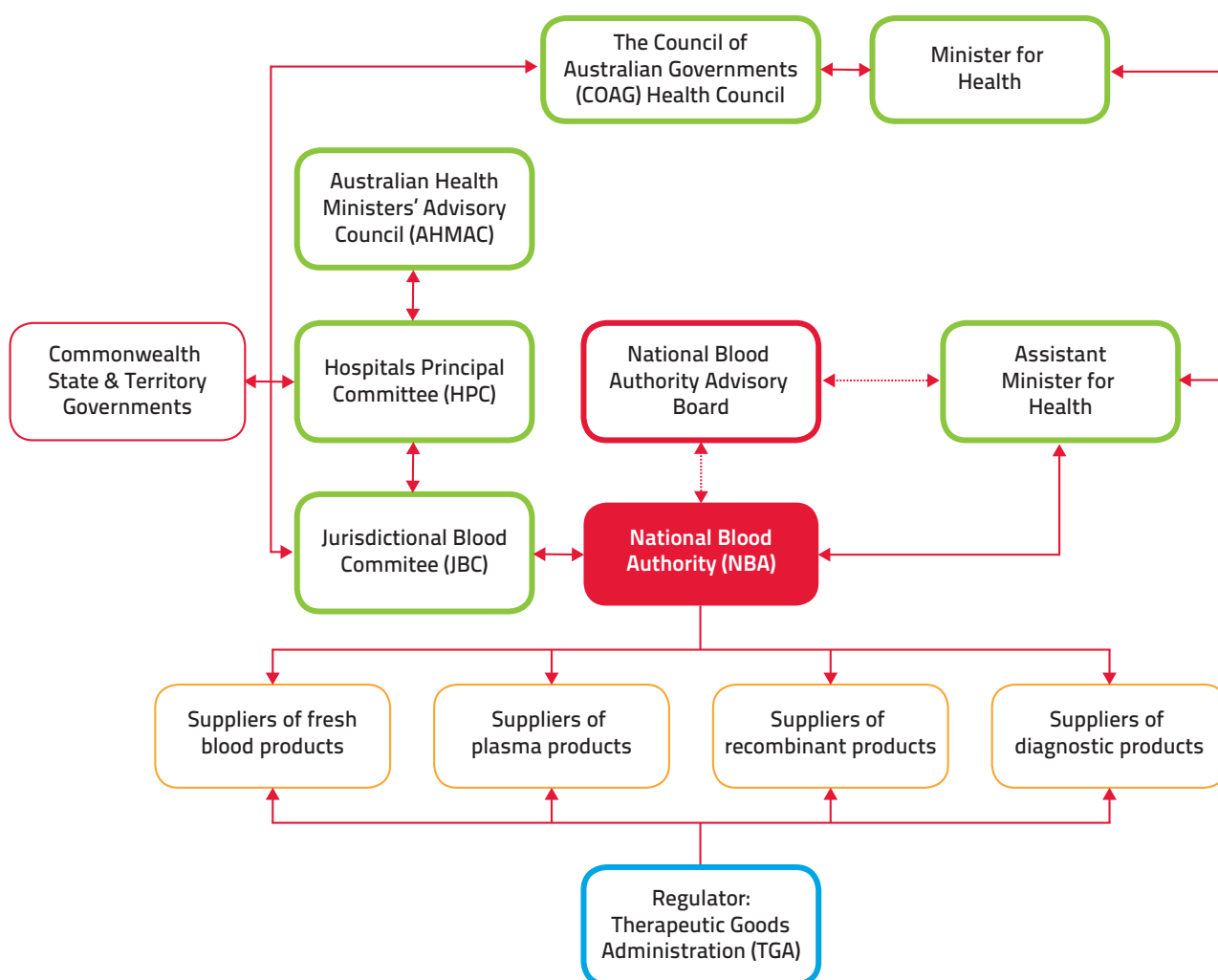
The NBA recognises improvements to the blood sector require the NBA to work collaboratively with all governments, suppliers, health professionals, patients and non-government organisations. The aim is to implement a blood supply system that is responsive to patient needs, is built on evidence based clinical practice, and 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; and
- the generous commitment of time from clinical experts and community representatives.

GOVERNANCE ARRANGEMENTS

The key governing bodies in the Australian blood sector and their roles and relationships with each other 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 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 the development and implementation of best practice systems to promote efficient use, minimal wastage and optimal patient outcomes;
- gathering and providing information in relation to demand for blood and blood products; 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 of Good Manufacturing Practice and supervision of product recalls; and
- modifying safety standards and issuing directives such as donor deferral.

SUPPLIERS OF BLOOD AND BLOOD PRODUCTS

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

The Australian Red Cross Blood Service (Blood Service) is responsible for collecting fresh blood to meet clinical demand and plasma required to meet the National Supply Plan and Budget. The majority of the plasma collected by the Blood Service is provided to CSL Behring. The plasma is fractionated by CSL Behring to produce products required under the National Supply Plan and Budget.

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

HEALTH PROFESSIONALS

Health professionals play a key role in providing advice and input on:

- potential demand;
- managing demand; and
- developing and implementing evidence based guidelines and criteria for use.

PATIENTS AND NON-GOVERNMENT ORGANISATIONS

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

Future challenges

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

The NBA's priorities have been shaped by an analysis of our environment and the future economic, financial, and policy factors.

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

CHANGES IN DEMOGRAPHICS

- An ageing population is expected to be a major driver of increased demand for blood and blood products while also impacting on the available donor pool.
- New diseases and new clinical indications for use are expected to further increase demand.
- Strong growth in specific blood products is expected to continue (e.g. demand for immunoglobulin (Ig) products continues to grow at around 11% per annum and is now the largest component of the blood budget).

VARIATIONS IN CLINICAL USE

- Significant variability in issue rates for blood and blood products exists. The availability and analysis of data is required to better understand the variations and inform responses.
- There remains considerable scope to embed contemporary clinical guidelines and criteria for use.
- There is a need to ensure existing guidelines are current and relevant products are covered by clinical guidelines (e.g. Revised Patient Blood Management (PBM) Guidelines).
- There is scope to further 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

- The continual development of new and existing products and services to improve treatment where they have demonstrated enhanced outcomes will be an ongoing challenge for the delivery of cost effective equitable care.

ROBUST DATA

- Despite significant progress, the disparate nature of health sector data systems presents significant challenges in establishing supporting national data sets to support clinical practice performance analysis and benchmarks. The NBA will seek alternative methodologies, such as targeted clinical audits, to further improve the availability and veracity of blood sector data.

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

OUR VALUES

The NBA recognises the important role that blood and blood products play in the treatment and clinical management of Australian patients and 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 practices in the use of blood and blood products;
- developing the professional and technical competence of our staff; and
- delivering our mission in an efficient, professional, inclusive, responsive and innovative manner.

The NBA is required to maintain 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 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 engage in building 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; and
- maintaining coordinated and comprehensive communications arrangements.

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 that relate to security of supply.

To achieve this, the NBA ensures that responsibility and accountability lie with those best placed to manage each risk, and through structured measures to address risk 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 the 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.

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 blood supply. This includes having contingency and risk mitigation measures in place to ensure continuity of the supply of blood and blood-related products and services.

The Jurisdictional Blood Committee supported the development of the National Blood Supply Contingency Plan to provide the NBA and its key stakeholders with a framework that can enable a coordinated national response to supply threats.

The National Blood Supply Contingency Plan was endorsed by Health Ministers in April 2008 and integrates with contingency arrangements of suppliers and other government departments, such as the Department of Health, to provide an integrated approach to managing risks to the blood supply and the potential impact on the broader health sector.

Revision of the National Blood Supply Contingency Plan remains a body of work that will be presented to the Jurisdictional Blood Committee during 2017-18. Revisions will include:

- expanded information covering roles and responsibilities;
- strengthening communication channels in times of activation of the plan; and
- clearer escalation and management responsibilities during an activation of the plan.

BUSINESS CONTINGENCY PLAN

The NBA commenced implementing the recommendations from an internal audit of the NBA Business Contingency Plan (BCP) during 2016-17. Whilst the BCP is regarded as a detailed and robust mechanism to contingency planning, it was recommended that the NBA undertake a business impact analysis and review the core business processes in the current BCP given several new programs have been introduced over recent years.

REVIEW OF RISK MANAGEMENT IN THE BLOOD SECTOR

The NBA continues to progress a range of recommendations from an independent comprehensive Review of Risk Management in the Blood Sector, previously known as the National Managed Fund Action Plan Review, which was endorsed by all Health Ministers through the COAG Health Council. The Review concluded that the overall level of risk in the blood sector has reduced over the last decade due to a range of factors, including security of supply improvements undertaken by the NBA. The negotiation between the NBA and the Australian Red Cross Society for the new Deed of Agreement implemented on 1 July 2016 addressed a number of these recommendations, together with a range of operational improvements for implementation in consultation with the Blood Service.

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 to the JBC Strategic Plan.

The performance and progress against these goals is reported regularly to the NBA Board and the Jurisdictional Blood Committee, and annually to all governments and the public. The programs are managed by a framework of internal governance and control mechanisms, and some are also supported and informed by external committees.

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

Programs	Priorities
National Supply and Funding	<ul style="list-style-type: none"> Improve patient safety, supply security and efficiency through optimising inventory levels of all blood products and minimising wastage within the system. Provide advice on improving value for money for governments under all contracts negotiated by the NBA with suppliers, including strategies to address risks for governments and suppliers. Ensure financial sustainability. Determine the effective use of plasma by-products.
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 these risks 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 blood products.
National Guidelines Development and Implementation	<ul style="list-style-type: none"> Support appropriate use of blood and blood products through encouraging and promoting the integration of Patient Blood Management programs in health care 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, in particular 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 Standards (NSQHS) Blood Standard.
Information Management and Technology	<ul style="list-style-type: none"> Support the development and implementation of national systems for data collection. Provide advice to Health Ministers on proposed benchmarks and national performance measures for appropriate use of blood and blood products.
Research and Development	<ul style="list-style-type: none"> Build and promote sharing of knowledge and identify and promote effective governance and best clinical practice.
Blood Sector Knowledge Development	<ul style="list-style-type: none"> Guide long-term policy and planning priorities, including in the broader context of health reform. Improve our evidence base to better understand blood and blood product management and use and identify opportunities for improvement.
Corporate Governance and Management	<ul style="list-style-type: none"> Ensure the NBA is respected by stakeholders for its knowledge and professionalism.

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

Key Activities

Program	2017-18	2018-19	2019-20	2020-21
National Supply Efficiency and Wastage Reduction	Develop a revised National Wastage Reduction Strategy that includes supply chain efficiencies	Implement the revised National Wastage Reduction Strategy	Implement the revised National Wastage Reduction Strategy	Review and develop an updated National Wastage Reduction Strategy/ Program for JBC approval
	Implement a revised National Inventory Management Framework (NIMF) for fresh blood products	Implement NIMF in accordance with JBC guidance	Implement NIMF in accordance with JBC guidance	Review the NIMF outcomes and amend if required
National Risk Assessment and Management	Deliver a revised National Blood Supply Contingency Plan (NBSCP)	Progress the outcome of the NBSCP review through JBC		
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
	Oversee and deliver a National Supply Plan and Budget (NSP&B) for 2018-19 in accordance with Schedule 3 of the National Blood Agreement	Oversee and deliver a NSP&B for 2019-20 in accordance with Schedule 3 of the National Blood Agreement	Oversee and deliver a NSP&B for 2020-21 in accordance with Schedule 3 of the National Blood Agreement	Oversee and deliver a NSP&B for 2021-22 in accordance with Schedule 3 of the National Blood Agreement
	Negotiate and implement a new contract with CSL Behring in accordance with government policy parameters	Manage the contract with CSL Behring	Manage the contract with CSL Behring	Manage the contract with CSL Behring
	Ensure contractual arrangements in place for the supply of Imported Plasma, Recombinant Products and Red Cell Diagnostic Reagents	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 the management of the Australian Bleeding Disorders Registry (ABDR)	Oversee the ongoing Agreement for the management of the ABDR	Oversee the ongoing Agreement for the management of the ABDR	Oversee the ongoing Agreement for the management of the ABDR

Program	2017-18	2018-19	2019-20	2020-21
National Supply and Funding continued	Assess applications and implement if endorsed funding of 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 if endorsed funding of 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 if endorsed funding of 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 if endorsed funding of 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
	Implement enhanced distribution and arrangements for Ig products	Monitor distribution and inventory arrangements for Ig products	Monitor distribution and inventory arrangements for Ig products	Monitor distribution and inventory arrangements for Ig products

KEY PERFORMANCE INDICATORS

- Blood products are available to meet clinical need.
- Discards as a percentage of net issues of red blood cells less than 3%.
- Variance between actual and NBA estimated demand for supply of products is less than 5%.



STRATEGY 2: DRIVE PERFORMANCE IMPROVEMENT IN THE AUSTRALIAN BLOOD SECTOR

Key Activities

Program	2017-18	2018-19	2019-20	2020-21
Information Management and Technology	Develop a revised National ICT Strategy, titled the Blood Sector Digital Strategy	Implement the revised National ICT Strategy	Implement the revised National ICT Strategy	Review the revised National ICT Strategy and amend if required
	Develop a revised National Data Strategy for 2017-21	Implement the revised National Data Strategy	Implement the revised National Data Strategy	Review the revised National Data Strategy and amend if required
	Develop enhanced and supported Blood Sector Systems	Continue to develop enhanced and supported Blood Sector Systems		
	Continued implementation of BloodNet interfaces with hospital laboratory information systems (LIS)	Progress further phases of the BloodNet interface with hospital LIS	Progress further phases of the BloodNet interface with hospital LIS	
	Progression of phase two of the BloodNet/National Blood Management System (NBMS) Integration Project	Continue to progress phase two of the BloodNet/NBMS Integration Project	Continue to progress phase two of the BloodNet/NBMS Integration Project	Continue to progress other phases of the BloodNet/NBMS Integration Project
	Discovery of an ordering and receipting product capability in BloodNet for commercial suppliers	Develop and implement arrangements to extend BloodNET to commercial suppliers	Develop and implement arrangements to extend BloodNET to commercial suppliers	
	Plan and implement a strategy supporting BloodSTAR implementation in NSW to complete the national rollout of BloodSTAR	Maintain and enhance BloodSTAR performance	Maintain and enhance BloodSTAR performance	Maintain and enhance BloodSTAR performance
Immunoglobulin Governance	BloodSTAR rollout to all states and territories in Australia completed	BloodSTAR rollout to all states and territories in Australia completed	Review BloodSTAR rollout	
	Develop a draft performance improvement strategy focussing on enhanced management and use of Ig	Implement the Ig performance improvement strategy	Monitor performance and support improvement for the use and management of Ig products	Monitor performance and support improvement for the use and management of Ig products

Program	2017-18	2018-19	2019-20	2020-21
National Guidelines Development and Implementation	Continue to deliver the National Haemovigilance Program	Review and implement an enhanced National Haemovigilance Program	Implement an enhanced National Haemovigilance Program	Continue to implement an enhanced National Haemovigilance Program
	Develop targeted clinical surveys or audits for PBM and Haemovigilance	Develop and implement targeted clinical surveys or audits for PBM and Haemovigilance	Implement targeted clinical surveys or audits for PBM and Haemovigilance	Implement and review outcomes from targeted clinical surveys or audits for PBM and Haemovigilance

KEY PERFORMANCE INDICATORS

- Performance scorecard and comparator benchmark data is published by 31 December each year.
- Percentage of national blood supply processed by laboratories interfaced to BloodNet is greater than 50% in 2017-18 (2018-19 \geq 60%, 2019-20 \geq 80%, 2020-21 \geq 85%).

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

Key Activities

Program	2017-18	2018-19	2019-20	2020-21
National Guidelines Development and Implementation	Oversee and develop an enhanced PBM Guideline development process for endorsement by JBC	Develop and manage the enhanced PBM Guideline development process as endorsed by JBC	Develop and manage the enhanced PBM Guideline development process as endorsed by JBC	Develop and manage the enhanced PBM Guideline development process as endorsed by JBC
	Develop a revised Module 1 for Critical Bleeding and Massive Transfusion	Develop and implement a revised Module 1 for Critical Bleeding and Massive Transfusion	Implement a revised Module 1 for Critical Bleeding and Massive Transfusion	
	Develop a plan for a mobile device application for PBM Guidelines	Develop a mobile device application for PBM Guidelines	Implement a mobile device application for PBM Guidelines	
	Oversee the project to revise the National Rh(D) Immunoglobulin Guidelines	Publish and implement the National Rh(D) Immunoglobulin Guidelines	Implement and monitor the National Rh(D) Immunoglobulin Guidelines	Implement and monitor the National Rh(D) Immunoglobulin Guidelines
	Publish and implement a revised PBM Implementation Strategy for 2017-2021	Implement the revised PBM Implementation Strategy	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
	Deliver an expanded suite of tools to support health providers to implement the NSQHS Blood Standard	Deliver and promote an expanded suite of tools to support health providers to implement the NSQHS Blood Standard	Deliver and promote an expanded suite of tools to support health providers to implement the NSQHS Blood Standard	Deliver and promote an expanded suite of tools to support health providers to implement the NSQHS Blood Standard
	BloodSafe e-learning Australia (BEA) proposal endorsed by JBC	Implement the BEA proposal endorsed by JBC	Implement the BEA proposal endorsed by JBC	Implement and review the BEA proposal endorsed by JBC
Immunoglobulin Governance	Implement the Criteria for the clinical use of Ig in Australia (3rd edition) (Criteria V3)	Implement the revised Criteria for the clinical use of Ig in Australia in accordance with JBC approved governance arrangements	Identify requirements for review and update to conditions in the Criteria for the clinical use of Ig in Australia in accordance with JBC approved governance arrangements	Identify requirements for review and update to the Criteria for the clinical use of Ig in Australia in accordance with JBC approved governance arrangements
	Support the national network of committees established for 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

Program	2017-18	2018-19	2019-20	2020-21
Immunoglobulin Governance continued	Deliver a national knowledge development program for Ig governance	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
	Design and implement an Ig Governance Education and Training Strategy with a focus on prescription, usage, inventory management and transparency of pricing	Implement the Ig Governance Education and Training Strategy and identify additional topics of focus	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	Deliver and implement a research and development grants pilot that focuses on PBM and Ig governance	Manage the research and development grants pilot that focuses on PBM and Ig governance	Manage the research and development grants pilot that focuses on PBM and Ig governance	Manage the research and development grants pilot that focuses on PBM and Ig governance
	Progress a preliminary evaluation of the research and development (R&D) grant pilot	Progress a preliminary evaluation of the R&D grant pilot	Promulgation of R&D evaluation findings	
	Develop a request for future R&D funding	Transition pilot R&D to 'business as usual' R&D program focussing on R&D strategic priorities	Continuation of R&D program focussing on R&D strategic priorities	Continuation of R&D program focussing on R&D strategic priorities
	Lead work to progress a revised National Blood Research and Development Strategic Priorities 2013-16	Publish the revised National Blood Research and Development Strategic Priorities		

KEY PERFORMANCE INDICATORS

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

- improved inventory management practices as part of the National Inventory Management Framework rollout;
- continued reduction in wastage from the 2016-17 result;
- an improved delivery schedule for fresh products that reduces the number of orders placed by health providers; and
- the number of clinical guidelines, clinical practice tools and resources that were developed and promoted for use within the sector.

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

Key Activities

Program	2017-18	2018-19	2019-20	2020-21
National Supply and Funding	Set the agenda for the development of key parameters that underpin the fourth Australian Red Cross Blood Service Output Based Funding Model (OBFM)	Negotiate the 4th OBFM with the Blood Service	Negotiate the 4th OBFM with the Blood Service	
	Support the development of JBC proposals to integrate blood arrangements into wider health sector reform	Support the development of JBC proposals to integrate blood arrangements into wider health sector reform		
Immunoglobulin Governance	Review the National Policy: Access to Government Funded Immunoglobulin Products in Australia to align with revised access arrangements	Implement the new Immunoglobulin Governance National Policy	Implement the new Immunoglobulin Governance National Policy	
National Risk Assessment and Management	Strategies in place to improve the management of strategic product supply risks to the Australian blood sector	Strategies in place to improve the management of strategic product supply risks to the Australian blood sector	Update the Review of Risk Management in the Blood Sector	Implement any amendment to the updated Review of Risk Management in the Blood Sector

KEY PERFORMANCE INDICATORS

- OBFM in place.
- Advice provided.
- Revised Criteria (Version 3) for the appropriate use of Ig completed.

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

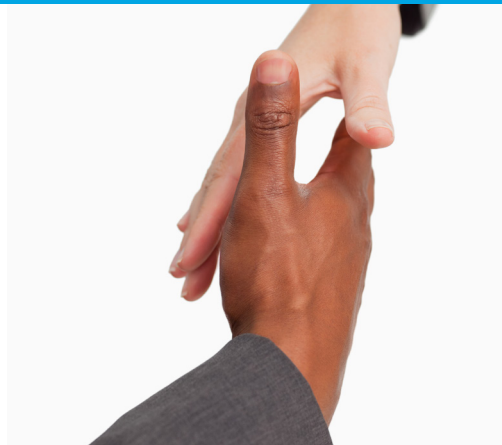
Key Activities

Program	2017-18	2018-19	2019-20	2020-21
Information Management and Technology	Improved alignment between ICT investment and NBA strategic priorities through the development of an NBA ICT Strategy	Implement endorsed NBA ICT Strategy	Implement endorsed NBA ICT Strategy	Implement endorsed NBA ICT Strategy
	Deliver updated NBA business architecture and blood sector business processes	Deliver updated NBA business architecture and blood sector business processes	Deliver updated NBA business architecture and blood sector business processes	Deliver updated NBA business architecture and blood sector business processes
	Implement the Digital Continuity 2020 Policy and program of work	Implement the Digital Continuity 2020 Policy and program of work	Implement the Digital Continuity 2020 Policy and program of work	Implement the Digital Continuity 2020 Policy and program of work
	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
	Identification and delivery of a range of ICT service improvements	Identification and delivery of a range of ICT service improvements	Identification and delivery of a range of ICT service improvements	Identification and delivery of a range of ICT service improvements
	Implement the Government's Digital Service Standard	Complete implementation of the Digital Service Standard	Review and monitor the Digital Service Standard	Review and monitor the Digital Service Standard
Corporate Governance and Management	Design and implement an e-Learning system and other learning opportunities for NBA staff	Implement the e-Learning system and other learning opportunities for NBA staff	Implement the e-Learning system and other learning opportunities for NBA staff	Review e-Learning system for all NBA staff
	Publish a Work Health and Safety (WHS) Governance Framework for the NBA	Review and monitor the WHS Governance Framework	Review and monitor the WHS Governance Framework	Review and monitor the WHS Governance Framework
	Early consideration for a new NBA Enterprise Agreement (EA)	Commence renegotiation of NBA EA	Implement NBA EA	Implement NBA EA
	Implement the revised planning cycle for the NBA Business Plan, Corporate Plan and Performance Reporting Statement	Implement and review the revised planning cycle for the NBA Business Plan, Corporate Plan and Performance Reporting Statement	Implement and review the revised planning cycle for the NBA Business Plan, Corporate Plan and Performance Reporting Statement	Implement and review the revised planning cycle for the NBA Business Plan, Corporate Plan and Performance Reporting Statement
	Deliver updated Accountable Authority Instructions (AAI) for the NBA	AAIs reviewed and mandatory staff training undertaken	AAIs reviewed and mandatory staff training undertaken	AAIs reviewed and mandatory staff training undertaken

Program	2017-18	2018-19	2019-20	2020-21
Corporate Governance and Management continued	Develop the 2018-19 Corporate Plan	Develop the 2019-20 Corporate Plan	Develop the 2020-21 Corporate Plan	Develop the 2021-22 Corporate Plan
			Develop a 2020 workforce planning strategy	Implement 2020 workforce planning strategy
Blood Sector Knowledge and Development	NBA attendance at relevant domestic and international conferences for 2017-18	NBA attendance at relevant domestic and international conferences for 2018-19	NBA attendance at relevant domestic and international conferences for 2019-20	NBA attendance at relevant domestic and international conferences for 2020-21

KEY PERFORMANCE INDICATORS

- Continue to be an employer of choice with a staff retention rate of 80%.
- Maintain a safe and healthy work environment with a reportable incident rate less than 1%.
- All annual APS mandatory learning and development modules can be completed online by NBA staff.





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