

NATIONAL  
BLOOD  
AUTHORITY  
AUSTRALIA

# CORPORATE PLAN

## 2023–24 TO 2026–27



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

The National Blood Authority acknowledges the Traditional Owners and custodians of country throughout Australia and acknowledges their continuing connection to land water and community. We pay our respects to the people, the cultures and the elders past, present and emerging.



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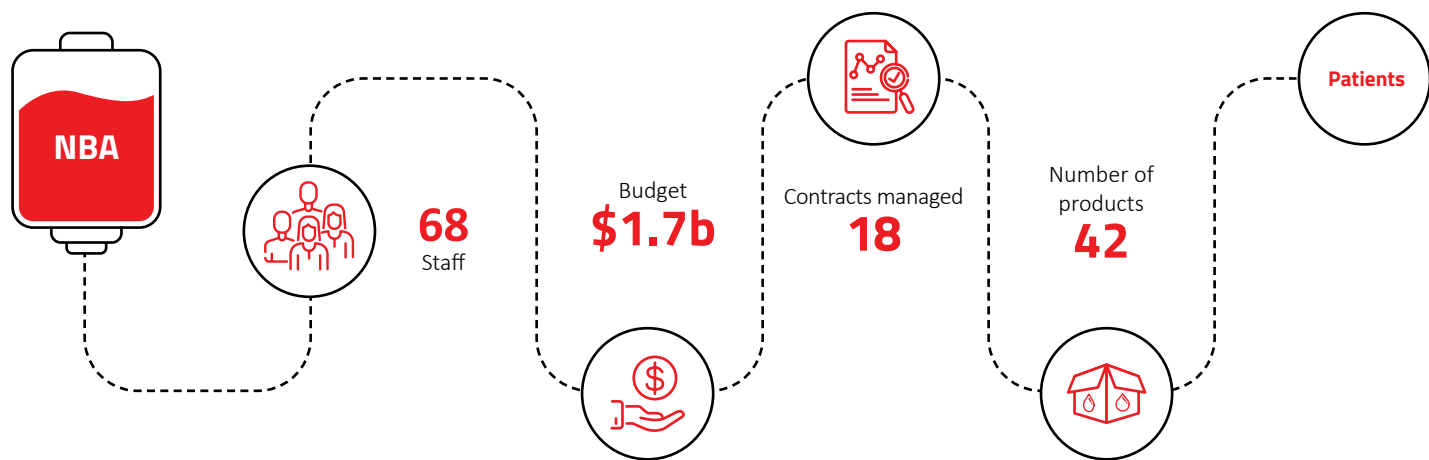
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Saving and improving Australian lives through a world-class blood supply.



# Message from the Chief Executive



As the Chief Executive and Accountable Authority of the National Blood Authority (NBA), I am pleased to present our 2023-24 Corporate Plan. This Plan outlines our strategies and programs to address the current challenges and the environment in which we operate. It also reflects our commitment to building capability within our organisation and the blood sector, and further enhance Australia's national blood arrangements.

We celebrate a significant milestone this year as the NBA marks its 20th anniversary. Since our establishment by all Australian governments in 2003, we have remained committed to our vision of saving and improving Australian lives through a world-class blood supply.

In 2003, governments allocated some \$428 million for the national supply of blood and blood-related products and services. The NBA had an operational budget of about \$7 million and a dedicated team of 32 staff. In 2023-24, governments have budgeted some \$1.7 billion, the NBA will operate with a budget of about \$10 million, and our committed team will average about 68 people.

This growth in resources reflects the greater complexity of delivering national blood arrangements to a greater number of people, with significantly more blood products and services, more supply contracts, more first-world therapies available to patients, and a more challenging domestic and global environment.

Over the past two decades, the national blood arrangements have developed and matured along with the NBA itself. We have improved arrangements for the secure supply of blood and blood related products for a much larger population. We have worked with governments, suppliers, patients, clinicians and many other stakeholders and partners to ensure the safe, secure and affordable supply of blood and blood products to meet clinical demand. We have also achieved substantial financial savings for governments without limiting patient access to the most appropriate products that meet their clinical need. We have also prioritised the safety and quality of blood and blood products and developed an information and data capability to support the sector.

Australia remains in a much better position in the blood sector than many other comparable countries because of its national arrangements. These arrangements have been severely tested during the COVID-19 pandemic when supplies, supply chains and the capability of organisations and individuals more generally have been tested. This year will see the continuation of some of these pressures, and the NBA's Corporate Plan has been developed to address these continuing challenges. This includes work to respond to the continuing growth in demand for some products, the dynamics of domestic and global supply issues

for blood, plasma and immunoglobulin products, the increasing costs of some products and services, and changes to blood donor behaviour that affects the level of voluntary blood and plasma donations.

We have strengthened our collaboration with key partners and stakeholders in response to these ongoing challenges. We will continue to work closely with the Australian Red Cross Lifeblood (Lifeblood) for fresh blood and plasma supplies, with CSL Behring for the fractionation of Australian plasma into plasma-derived products as well as for some imported products, and with other commercial suppliers for a diverse supply of imported products.

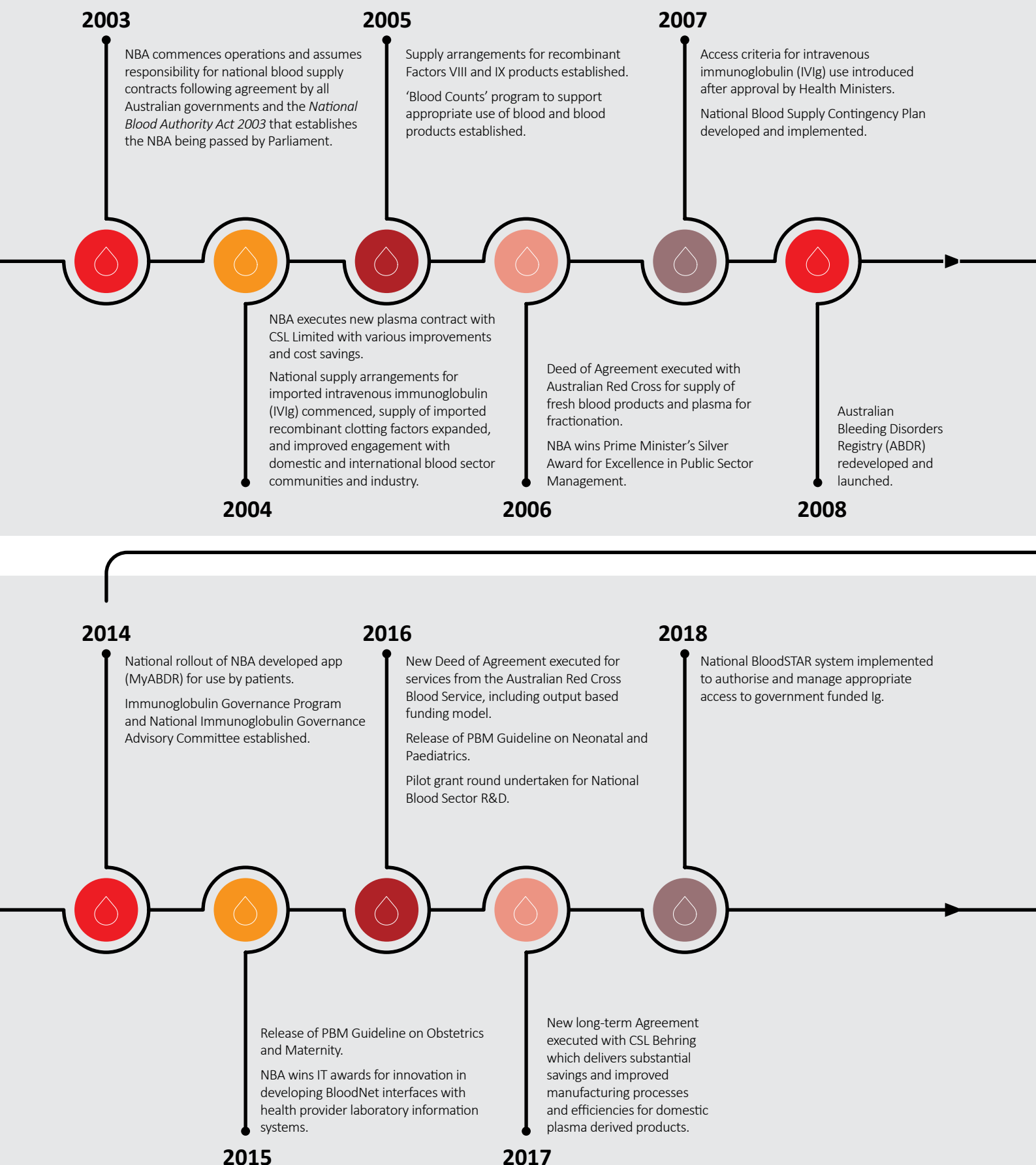
The 20th anniversary of the NBA is an important milestone. Looking forward, it is equally important that the National Blood Agreement adopted by all Australian governments in 2002 to underpin the work of the NBA also remains contemporary and fit for purpose. A review of the arrangements that is identified in this Corporate Plan provides a timely opportunity for this to occur.

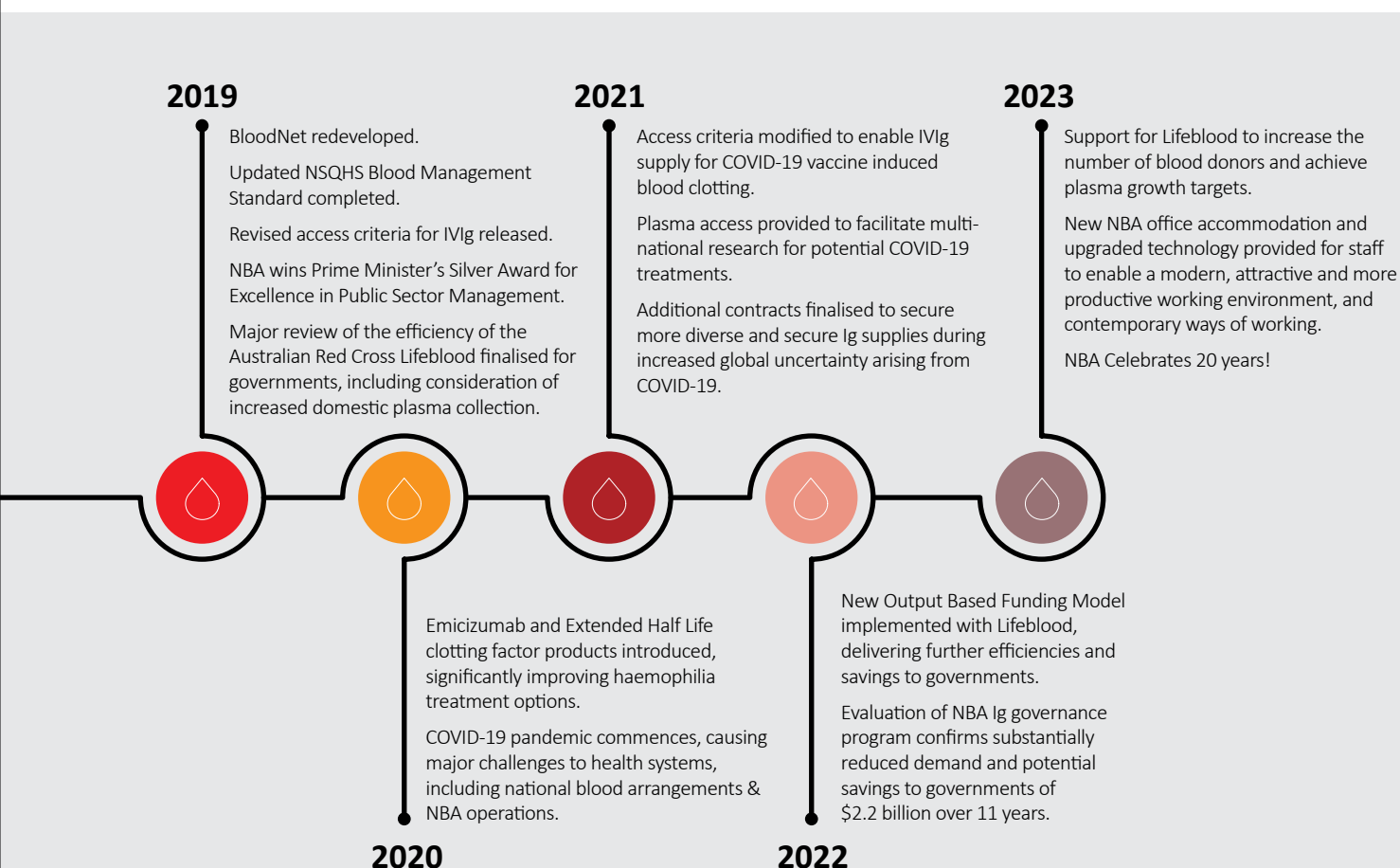
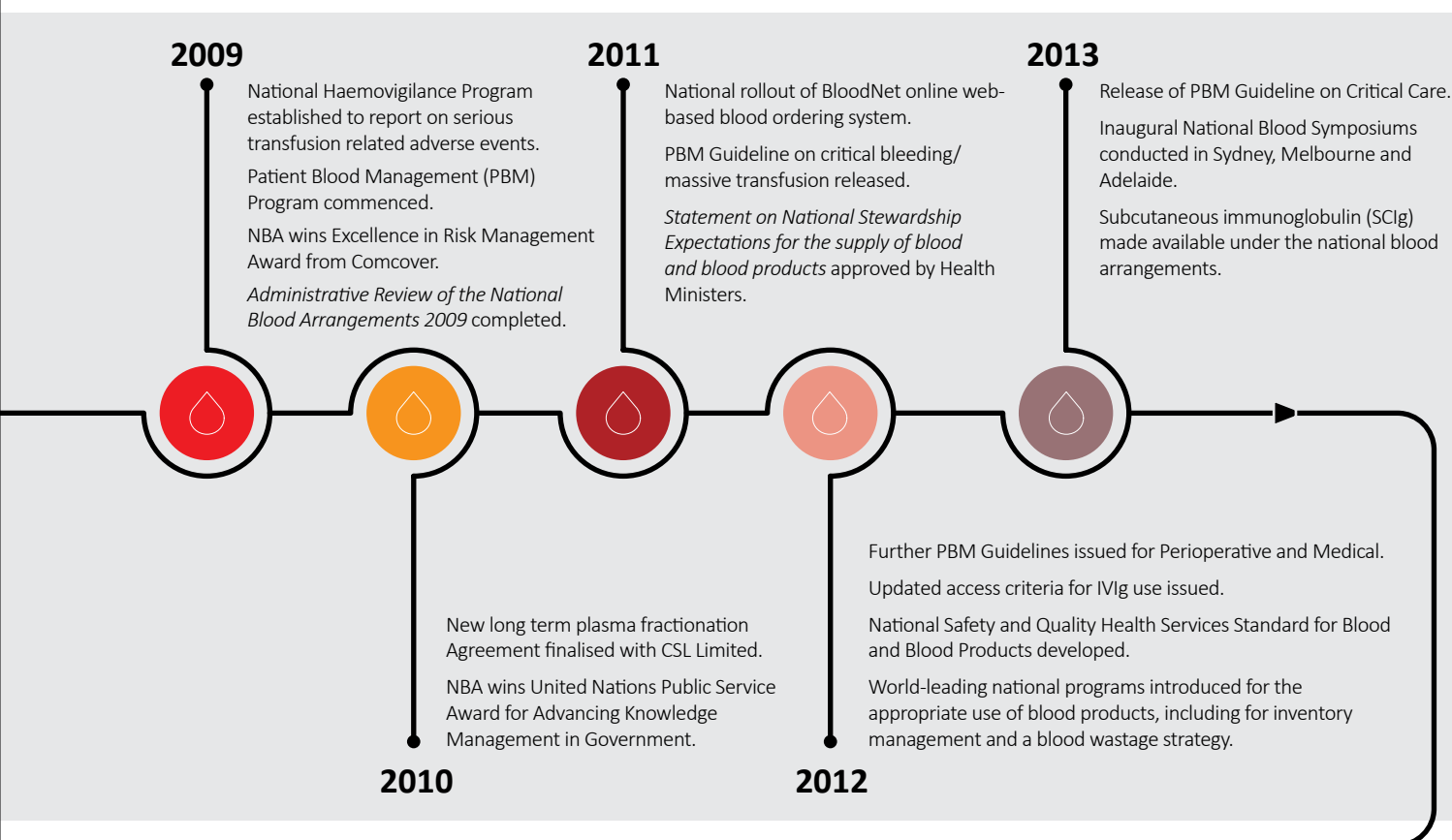
The NBA will continue to work hard in 2023-24 to implement the strategies and programs identified in the 2023-24 Corporate Plan.

**John Cahill**

August 2023

# Key moments over the 20 years for the National Blood Authority



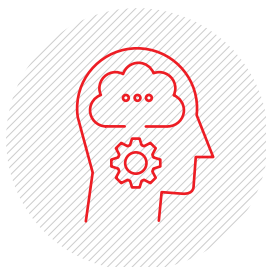


# National Blood Authority Australia



## 1 Our vision and purpose

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



## 2 Strategies

- Provide a safe, secure and affordable supply of blood and blood-related products and services.
- Drive performance improvement in the Australian blood sector.
- Promote a best practice model of 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



## 3 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.

This outcome is approved by the Commonwealth Government and included in the Commonwealth Portfolio Budget Statements as the basis of funding appropriated to the NBA by Parliament.



# The NBA

## Our authority

The National Blood Authority (NBA) was established by the *National Blood Authority Act 2003* (NBA Act) following the National Blood Agreement being signed by all Australian Health Ministers in 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 what the NBA will seek to deliver over the next four years, including key priorities and activities. The Corporate Plan is informed by the advice and work of various NBA consultative, technical and expert 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 account of broader health sector policy and policy related considerations, including:

- ♦ the Statement on National Stewardship Expectations for the Supply of Blood and Blood Products;
- ♦ the implementation of the National Safety and Quality Health Service Standard for Blood; Management and associated tools;
- ♦ the national policy for access to Government-Funded Immunoglobulin Products in Australia and associated Criteria for the Clinical Use of Immunoglobulin in Australia;
- ♦ evidence based clinical practice guidelines;
- ♦ key national strategies and programs endorsed by funding governments under the National Blood Agreement;
- ♦ regulatory and legislative requirements; and
- ♦ the policy framework for Australian Government health technology assessments.

## Our work

The NBA manages and coordinates arrangements for the supply of blood, blood products and blood services on behalf of all Australian governments in accordance with the National Blood Agreement.

The primary policy objectives of the National Blood Agreement signed by Commonwealth, State and Territory governments are:

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

To achieve the policy objectives of the National Blood Agreement, 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 products needed by patients;
- ♦ 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; and
- ♦ supports jurisdictional consideration of key issues in accordance with the National Blood Agreement.

## Our planning

The NBA pursues its vision through the three objectives, five strategies and nine programs, as summarised in the following planning framework:



### Legislative and Policy Environment

- *National Blood Authority Act*
- *Public Governance, Performance and Accountability Act*
- *Public Service Act*
- *Auditor General Act*
- National Blood Agreement (for the Australian Blood Sector)
- Ministers' Stewardship Statement (for health providers)
- Ministers' Statement of Expectations (for Lifeblood)
- Domestic Supply Policy
- Onshore Fractionation Policy
- Overseas Supply Policy



### Objectives

- 1 Secure the supply of blood and blood products
- 2 Improve risk management and blood sector performance
- 3 Promote the safe and efficient use of blood and blood products



### Horizon-scanning



### Strategies

- Provide a safe, secure affordable supply of blood and blood related products and services
- Drive performance improvements in the Australian blood sector
- Be a high-performing organisation
- 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



### Programs

- National Supply and Funding
- National Risk Assessment and Management
- Immunoglobulin Governance
- National Guidelines Development and Implementation
- National Supply Efficiency and Wastage Reduction
- Information Management and Technology
- Blood Sector Knowledge Development
- Research and Development
- Corporate Governance and Management



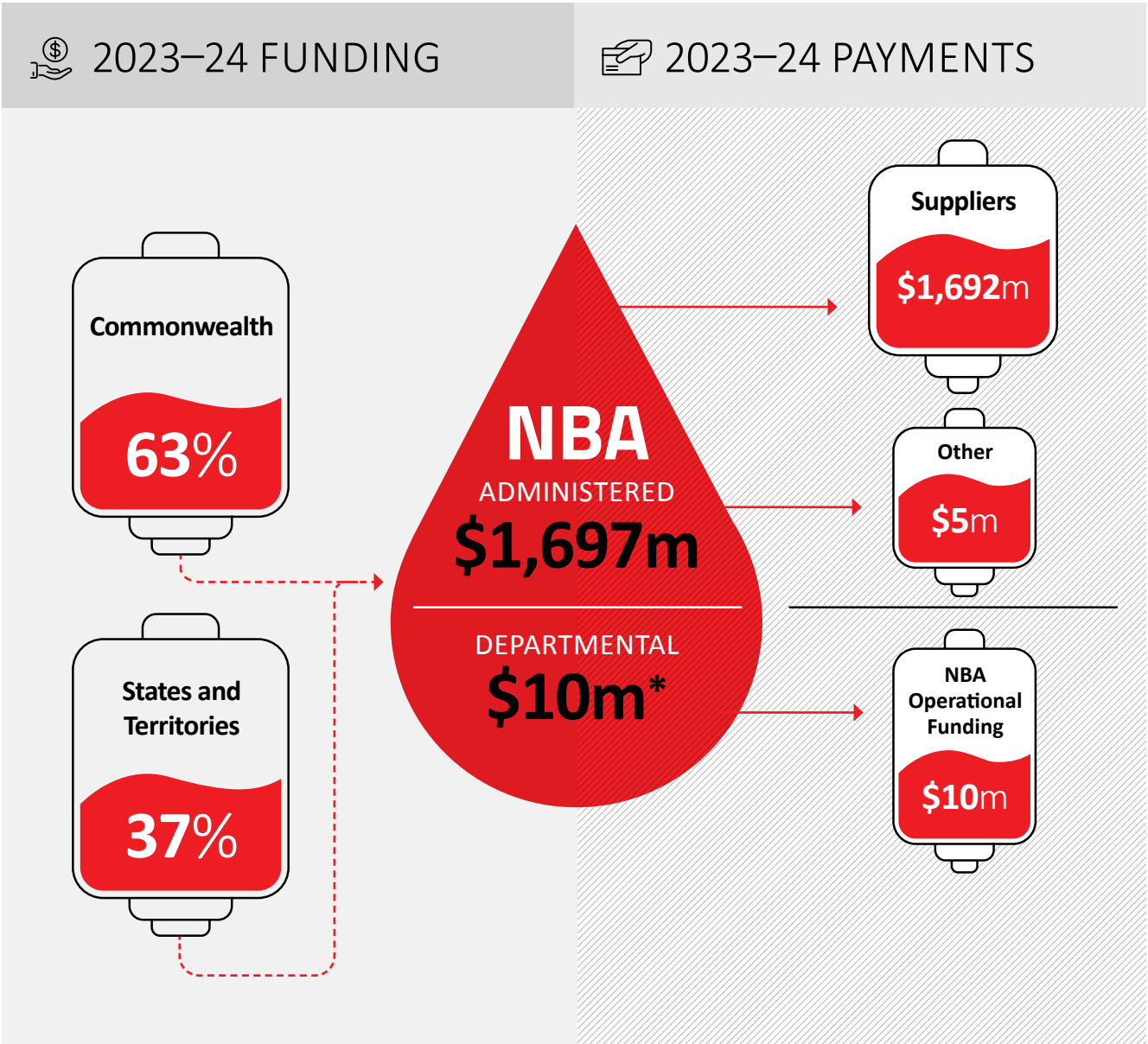
### Operations

- NBA Business Plan
- NBA Risk Management Plan
- NBA Individual Performance Plans



# Our funding

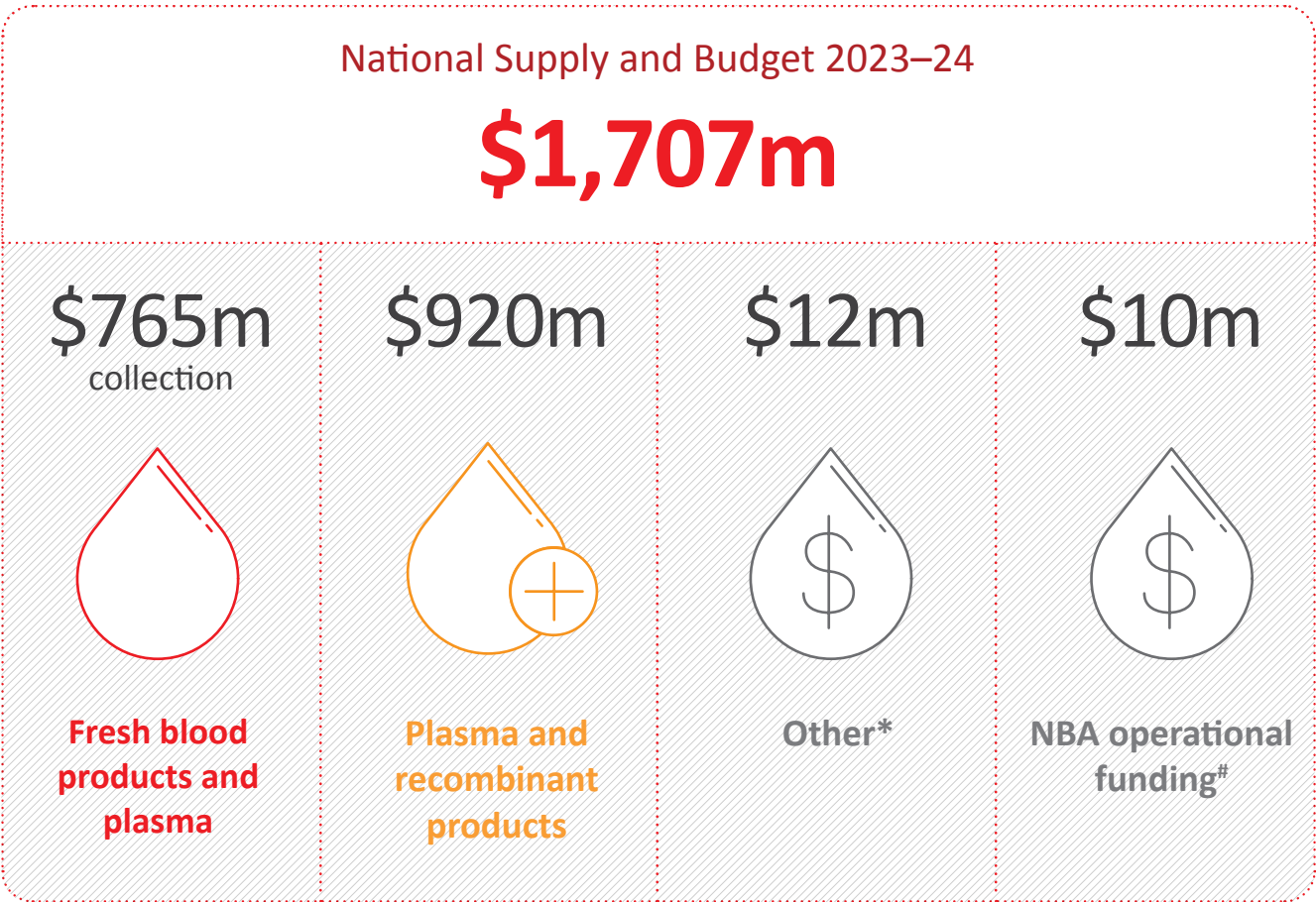
Australia’s national blood arrangements, including the operating costs of the NBA, are jointly funded by all Australian governments. The Commonwealth Government provides 63% of the funding, with states and territories providing the balance of 37%.



## National supply and budget

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

The NSP&B estimates the volumes and types of products required from suppliers following consultations with clinicians, jurisdictions and patient groups and budgets are developed accordingly. The NSP&B is approved by all Health Ministers on an annual basis.



\*Funding for specific activities, eg BloodSafe eLearning Australia, Australian Defence Force blood products, etc.

# Departmental \$10m is rounded.

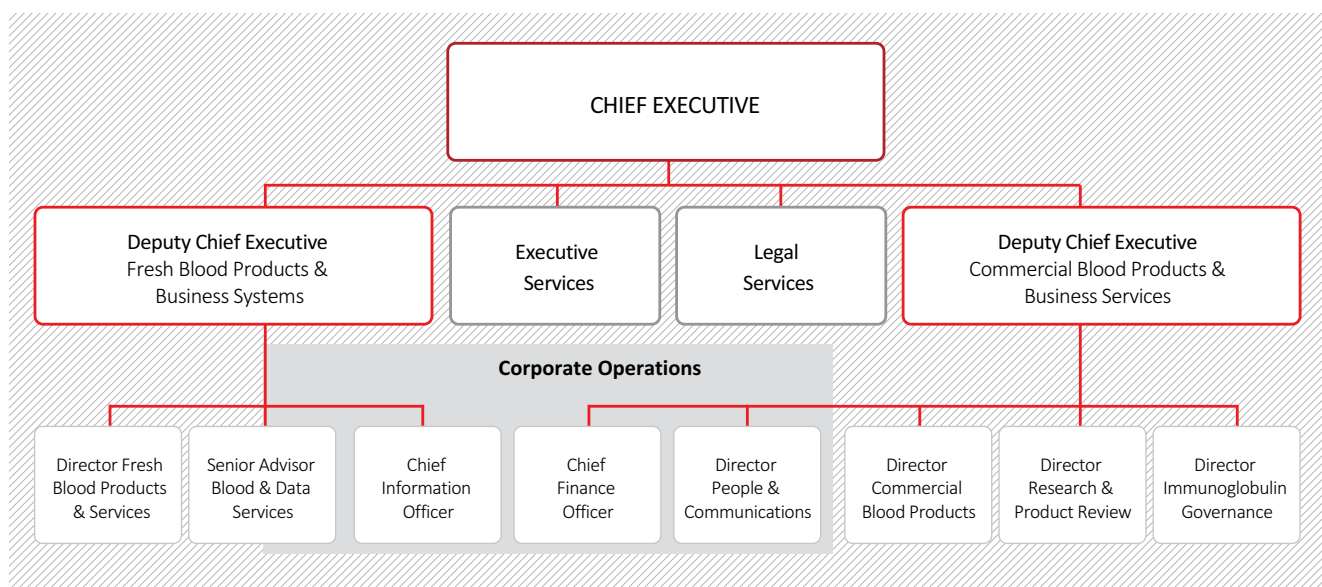
# Operating Context

## NBA organisational structure

The NBA is organised into two principal groups:

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

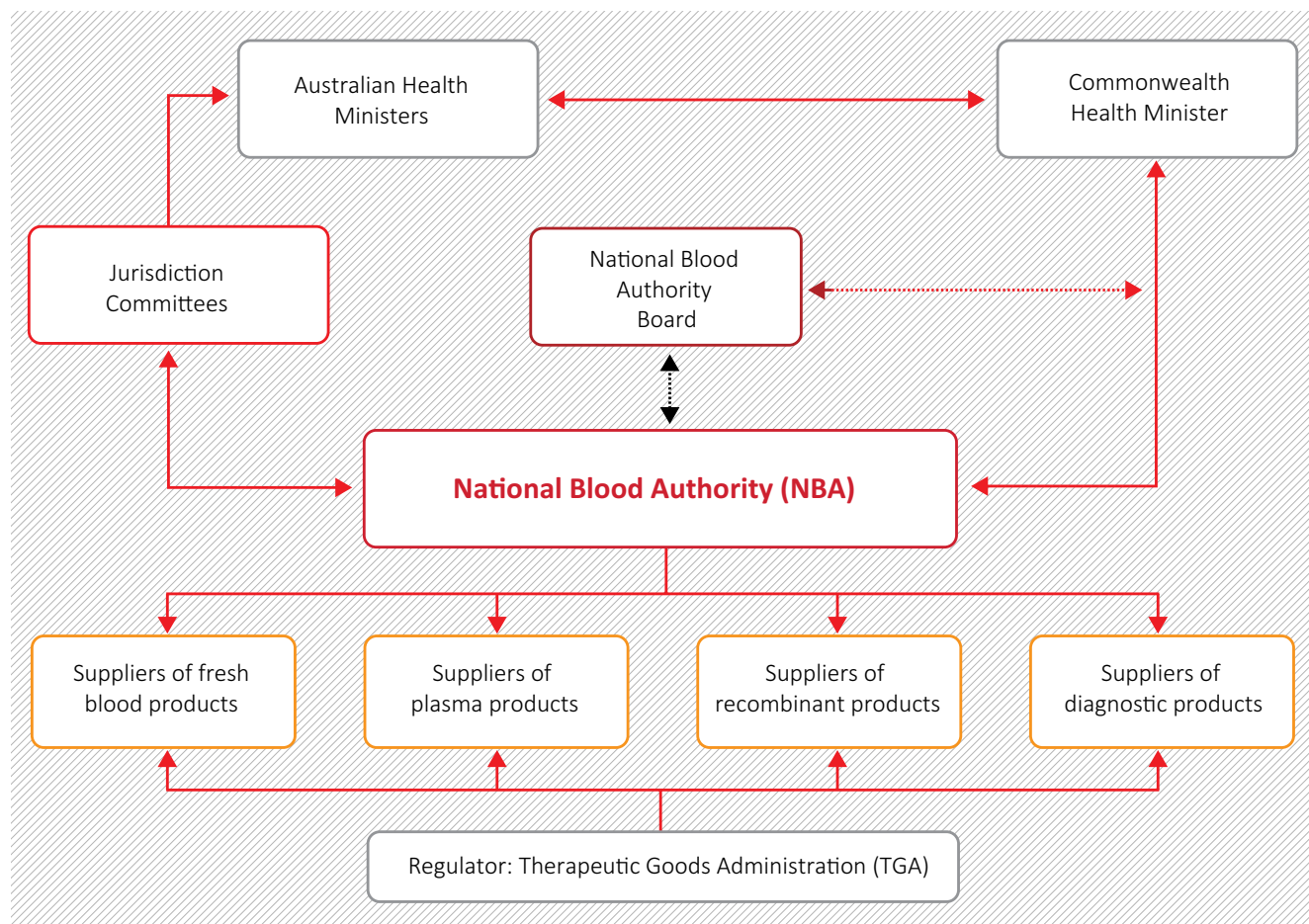
Both groups have program and business responsibilities and are led by a Deputy Chief Executive. The NBA Chief Executive (specified as the General Manager in the NBA Act) and Deputy Chief Executives are supported by a small Executive Office.



## Governance

### Blood Sector Governance

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



### NBA Board

The Board is established under the NBA Act as an advisory body, principally to provide advice to the NBA Chief Executive about the performance of the NBA's functions. The Board is not a decision-making body and has no formal or direct role in the governance or management of the NBA.

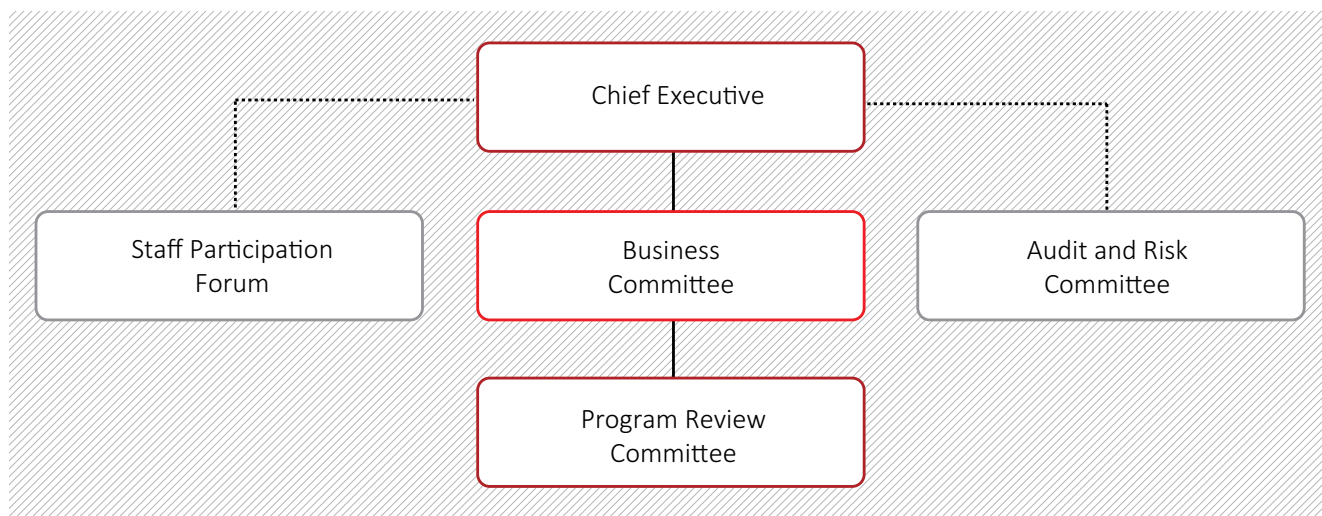
The Board usually meets quarterly to consider key issues facing the blood sector and the NBA as appropriate.

Board Members also engage with stakeholders to strengthen relationships, promote the role of the NBA and contribute generally to the work of the agency. Some Board Members also chair or participate in other NBA advisory and governance committees on specific issues where their particular expertise is valuable.

Board Members are appointed by the Commonwealth Health Minister following consultation with the State and Territory jurisdictions.

## NBA Governance

Four committees assist the NBA Chief Executive with the corporate governance and administration of the agency as follows:



### Business Committee

The NBA Business Committee is the primary governance mechanism for the NBA. It provides strategic oversight and direction for the overall management of the NBA and its business, finance, technology, audit, risk and corporate activities.

### Program Review Committee

The Program Review Committee systematically reviews the implementation and delivery of individual program commitments and assesses the priorities, progress and outlook for program work.

### Audit and Risk Committee

The Audit and Risk Committee comprises usually of three members external to the NBA with expertise to provide independent advice and assurance to the Chief Executive on strategies to enhance the organisation's governance control and risk management framework, assist with planning and conducting the NBA internal audit program and support financial and legislative compliance.

### Staff Participation Forum

The forum is established under the NBA Enterprise Agreement to provide a formal mechanism for NBA management to consult directly with employee representatives about significant issues relating to employment matters. The forum comprises NBA staff representatives, NBA management representatives and a Work Health and Safety representative.

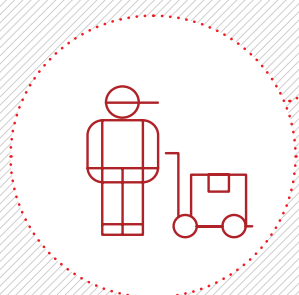
# Collaboration

The NBA manages a national blood system that represents evidence-based clinical practice, is responsive to patient needs, and ensures that Australia's national blood supply remains safe, secure, adequate and affordable. This requires the NBA to work collaboratively with governments, suppliers, public and private health services, health professionals, patients and non-government organisations.

These collaborative relationships are driven by:

The generous time and effort of clinical experts, community representatives and others who contribute to the NBA's work

The requirements of the NBA Act and the National Blood Agreement



Effective national contract arrangements and associated partnerships

Governance and organisational arrangements across the health sector

## Advisory Committees

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

- ♦ Haemovigilance Advisory Committee;
- ♦ National Immunoglobulin Governance Advisory Committee;
- ♦ Patient Blood Management Advisory Committee; and
- ♦ Australian Bleeding Disorders Registry Steering Committee.

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



## 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 forecast demand, including in the annual supply plan approved by governments.

Lifeblood is responsible for collecting whole blood and plasma to meet clinical demand according to agreed targets. Plasma collected by Lifeblood is supplied to CSL Behring for fractionation to produce a range of plasma-derived biopharmaceutical products. The products made from Australian sourced plasma are made for the exclusive use of Australian patients.

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

Contracted suppliers are responsible for providing adequate supply 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 holdings required by NBA supply contracts, must be met. Suppliers are responsible for providing relevant supporting evidence for applications to supply new products or for new variations of existing products.

## Health Professionals

Health professionals provide expert opinion, advice and guidance to support NBA activities on demand and supply planning, clinical governance and the management of demand and product access.

This expertise also significantly contributes to the development and implementation of evidence-based guidelines and criteria to ensure the most appropriate access and use of precious blood products. The involvement of health professionals is sought through nominations from colleges and societies that represent various specialist areas of clinical practice. Additionally, the NBA provides health professionals with systems and product support material to facilitate the accessing to and use of blood products.

## Patients

Patients who require blood products and the representative organisations that support patients are important stakeholder groups and are involved in providing valuable advice to the NBA through membership of NBA committees and otherwise. The NBA will continue to ensure that its work is informed by, and responsive to, the needs of patients and the broader community.



# Challenges & Opportunities

Ensuring an adequate, safe, secure and affordable supply of blood and blood products requires the NBA to closely monitor and manage key issues, anticipate challenges and recognise and pursue opportunities. This includes issues relating to the clinical environments that impact on the demand for blood and blood products, supply dynamics, the development of new products and services, the evolution of existing products and services, variability in product usage, the state of clinical knowledge and associated research and development, as well as other factors.

The NBA operates in a global market in circumstances where the demand for blood products often outstrips supply. Priorities are informed by analyses of the environment and assessment of future economic, financial and policy factors that may affect the NBA's work. The NBA engages with a wide range of current and potential suppliers domestically and internationally, as well as with experts, analysts, clinical professionals and researchers, patient groups, industry associations and governments, all of whom inform our assessment of future challenges and opportunities.

## Demand issues

### Challenges

- ♦ Global demand for products adversely affects the availability of imported products for Australia.
- ♦ New diseases, new clinical indications, and a changing population increases the demand for blood and blood products.
- ♦ Significant variability in the use of blood and blood products creates uncertainty in demand and costs, requiring significantly improved information, data and analysis to support better understanding and responses.
- ♦ Increased elective surgery activity, catching-up on decreased activity during the COVID-19 pandemic drives higher demand.

### Opportunities

- ♦ Scope to embed contemporary clinical guidelines and criteria for the appropriate use of blood and blood products into contemporary clinical practice.
- ♦ Support for health technology assessments and product utilisation reviews to inform evidence-based assessments of appropriate use, efficacy and cost effectiveness.
- ♦ Support to translate research findings into policy and advice to drive appropriate use of blood and blood products.

## Supply issues

### Challenges

- ♦ Continuing and emerging issues relating to blood and plasma collection, including the size and composition of the donor panel.
- ♦ Changes in blood donor behaviour leading to reduced blood donations.
- ♦ Level and range of blood inventory held by health providers.
- ♦ Supply tensions arising from increased global demand issues that continue in the post-pandemic environment.
- ♦ Ongoing inventory and shelf-life management issues due to variability in demand.
- ♦ Complex requirements related to the management of multiple suppliers for imported blood products.
- ♦ Limited further scope to reduce the wastage of blood and blood products through enhanced inventory management and improved supply chain practices.
- ♦ Support timely health technology assessments to leverage the continual development of new and existing products and services that improve treatment and enhance patient access and outcomes.

## Opportunities

- ♦ Actively supporting the increased domestic collection of plasma which enhances the security of supply from Australian sources.
- ♦ Actively encouraging and supporting a major increase in the size and diversity of the donor panel.
- ♦ Responding to a tight global immunoglobulin market by engaging multiple suppliers with diverse supply arrangements and managing the allocation of product supply across patients, indications and regions using enhanced allocation tools.
- ♦ Ensuring that clinical guidelines are adequately current and cover relevant products and clinical contexts, including being aware of new research and evidence.
- ♦ Ensuring appropriate awareness of clinical guidelines through increased and targeted communications.
- ♦ Well-directed research to develop knowledge to support effective and efficient use of blood products to achieve appropriate patient outcomes.
- ♦ Improving clarity, transparency, governance and accountability of the assessment process for national blood supply change proposals through the development of guidance material for prospective applicants.
- ♦ Ensuring that use of blood products, blood related products and blood related services are appropriate by undertaking product utilisation reviews.
- ♦ Reviewing opportunities to increase the products available under current contract arrangements.
- ♦ Consideration of emerging products and therapies.

## Data and systems

Blood Sector Systems are at or approaching end-of-life. Their architecture is complex which impacts on the time and cost to deliver improvements, including improved security compliance. These issues are addressed through a revised Information Communication Technology (ICT) Strategy and Roadmap that is in development and is focussed on the next generation of digital systems.

New systems and processes will be designed and implemented to sustain and augment the data capture and access required to effectively support blood sector and business operations, information, analysis and reporting.

## Challenges

- ♦ Securing adequate and timely funding to modernise and redevelop ICT systems will require significant investment by funding governments.
- ♦ Integration of NBA data with systems and facilities external to NBA needs to be accelerated through interfaces such as those being implemented between NBA systems and health provider systems.
- ♦ Better data analysis and reporting tools are required to inform product assessments and utilisation reviews.

## Opportunities

- ♦ Improve analysis of product utilisation through improved access to quality data.
- ♦ Access to hospital level data to better inform the demand forecasting and subsequent supply management.
- ♦ Finalise the NBA Data Strategy 2023–28 to identify potential improvements for data capture, standards and governance frameworks. This will inform the Data Improvement Program on how to improve the quality and consistency of data collection, management and analysis.
- ♦ Implement the ICT Strategy to focus on modernising the systems we provide, improving data quality and availability and improving how we exchange data with partners.
- ♦ Work with patients and stakeholders to continually improve data collection to inform consideration of performance improvement opportunities.
- ♦ Work with suppliers to facilitate more robust data sharing to assist with supply planning.
- ♦ System redevelopment and consideration data linkages to enable further insight into blood product use and patient outcomes.

# Risk Management

The NBA assigns a high priority to identifying and managing issues that may pose a risk to the Australian blood sector, particularly those relating to supply security. To achieve this, the NBA has a Risk Management Framework that articulates the oversight and governance of key risks and the management arrangements that allocate responsibility and accountability with those best placed to manage relevant risks through structured measures. Further governance and oversight of the NBA's risk management occurs through monitoring, reporting and discussion at regular meetings of the NBA Business Committee, the Audit and Risk Committee, and the NBA Board.

Key agency risks presently monitored by the NBA are:

Risk	Mitigation Measures
<b>Interruption of supply</b>	<ul style="list-style-type: none"> <li>Contracts in place and actively managed</li> <li>Supply and demand monitored</li> <li>Engagement with clinicians, suppliers and other stakeholders</li> <li>Horizon scanning by NBA and external stakeholders</li> <li>Interface with Office of Health Protection and Response (OHP&amp;R) and the Communicable Disease Network of Australia (CDNA)</li> <li>National Blood Supply Contingency Plan (NBSCP) in place</li> </ul>
<b>Failure to appropriately consider evolving products and services</b>	<ul style="list-style-type: none"> <li>Engagement with clinicians, suppliers and other stakeholders</li> <li>Media monitoring and research journal scanning by NBA and external stakeholders</li> <li>Active support for Health Technology Assessments (HTA) through the National Blood Agreement</li> <li>Contract management and procurement</li> </ul>
<b>Supply of products or services becomes unsustainable</b>	<ul style="list-style-type: none"> <li>Effective tendering, contract negotiation and management</li> <li>Demand management programs and systems</li> <li>Active support for Health Technology Assessments through the National Blood Agreement</li> <li>Financial risk mitigation through Comcover and National Managed Fund (NMF)</li> <li>National Blood Supply Contingency planning</li> </ul>
<b>Loss of confidence or reputation</b>	<ul style="list-style-type: none"> <li>Maintain engagement with jurisdictions, clinicians, patient representatives, suppliers and other stakeholders</li> <li>Close executive management of public profile</li> <li>Sound NBA governance, including Fraud Control Plan</li> <li>Evidence based decisions and advice</li> <li>Continue to deliver against strategies</li> </ul>
<b>Major system compromise or failure</b>	<ul style="list-style-type: none"> <li>Robust systems maintenance and development processes</li> <li>Effective program and project management</li> <li>IT security, firewalls, and backup systems</li> <li>Business Continuity Plan, IT Disaster Recovery Plans, Fraud Control Plan and NBSCP</li> <li>Staff expertise, training and development</li> </ul>
<b>Insufficient resources to discharge operational functions</b>	<ul style="list-style-type: none"> <li>Sound budgeting process and resource management</li> <li>Workforce planning and training</li> <li>Appropriate remuneration and expertise</li> <li>Business Continuity Framework (BCF) in place</li> </ul>

Key risks are informed by a suite of operational risks that are reviewed as part of the NBA Business Committee considerations. The status, strategies and controls used to mitigate these risks are communicated and managed as appropriate as part of a quarterly performance reporting scorecard.

## National Blood Supply Contingency Plan

The NBA has a responsibility to establish and manage contingency and risk mitigation measures in relation to the national blood supply, ensuring patients in Australia have access to an adequate, safe and secure supply of blood and blood products. The National Blood Supply Contingency Plan (NBSCP) is a specific risk plan to provide the NBA and its key stakeholders with a framework to enable a coordinated national response to supply risks.

An NBSCP has been endorsed by governments and is published on the NBA website. Further work is now underway to validate and improve the plan, particularly in the context of lessons from the COVID-19 pandemic.

## Blood Safety Risk Management

Responsibility for producing safe and effective blood products rests with the manufacturers of those products. 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 meet these standards as part of their contractual obligations. The NBA also monitors relevant international developments and trends.

In addition, several 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.

## Business Continuity Framework

The NBA maintains a Business Continuity Framework, including a suite of recovery plans to ensure the continued delivery of its critical business processes, key projects and corporate functions during a potential business disruption. The Business Continuity Framework and specific business continuity planning processes are tested and updated through a regular review process or as part of any business disruption debrief.





# Business Continuity Policy

## Business Continuity Plan

### Standard operating procedures

- Initial assessment
- Management action
- Activation
- Recovery plans
- Resolution
- Continuous improvement

### Recovery plans

- Supply management
- Critical government stakeholder and communications
- Blood sector systems

### Supporting documents

- Building evacuation
- NBA corporate services directory
- ICT disaster recovery plan

### Resources, People, Facilities, ICT



# Capability

## Our values

In delivering our business, the NBA embraces the Australian Public Service (APS) Values.

- ♦ We are **impartial**, objective and use the best available evidence to inform decisions and advice in the best interests of patients, the blood sector, governments and the community more broadly.
- ♦ We are **committed** to providing the best service possible by being highly professional, agile, innovative and efficient and through working collaboratively with all stakeholders to develop, monitor and improve national networks and systems for improved clinical awareness and practice in the use of blood and blood products.
- ♦ We are **accountable** for what we do to manage and support Australia's national blood arrangements.
- ♦ We are **respectful** of all people and do our best to acknowledge, understand and engage with those who raise issues with us.
- ♦ We will demonstrate **ethical** conduct and leadership and act with integrity to meet the needs of patients, clinicians, governments, partners and others to sustain a safe, secure, adequate and affordable supply of blood and blood products in Australia.

## Our people

The NBA trusts and empowers staff to take direct responsibility for delivering their programs in an environment that is highly dynamic and challenging. The NBA promotes an environment of diversity, agility, resilience, enthusiasm and leadership, with a strong work ethic.

As with the broader APS, the NBA is operating in a competitive environment with increasing demand for a wide range of skills and capabilities. A key focus over the next four years will be strengthening our capability to support our stakeholders and activities in the blood sector and the priorities of the APS Workforce Strategy 2025.

In 2023-24 the NBA will bargain and negotiate employment conditions specific to the unique operational requirements of the NBA following the APS-wide bargaining on common conditions. This will form the new NBA enterprise agreement.

In particular, the NBA will focus on:

- ♦ recruiting, building and retaining skills, expertise and talent that supports the delivery of our business, including strengthening our leadership, digital and data capabilities.
- ♦ pursuing the expansion of an ongoing core workforce that better matches the contemporary responsibilities of the NBA and the current expectations of funding governments and stakeholders.
- ♦ building and maintaining a supportive workplace culture where staff are actively engaged in driving adaptive, innovative, collaborative and flexible work practices.
- ♦ improving data and technology to support decision making and enhance performance.
- ♦ providing an enhanced assurance and control framework.
- ♦ Maintaining a modern physical workplace to provide an attractive and efficient environment for high productivity and performance.
- ♦ building a strategic approach to internal and external communications which strengthens our ability to engage with staff and external stakeholders, achieve our outcomes, communicate our achievements and ensure that people understand what we do.

## Technology and infrastructure

The NBA operates a range of Information and Communications Technology (ICT) systems. These systems enable us to provide a safe, secure and affordable blood supply for all Australians.

The NBA is finalising a revised ICT Strategy and Roadmap that incorporates modern principles and strategic pillars intended to guide the NBA's investment in ICT functionality. The ICT Strategy, in conjunction with the NBA's Data Strategy, identifies the approach to modernising the NBA's ICT environment through consideration of commercial product offerings and cloud-based technology that will support the objectives of the NBA.

The NBA is ensuring the foundation for the continued delivery of its ICT is modern, robust and sustainable and that we have a plan to continue to support the sector in the long term. Some key priorities over the next four years are:

- enhancing the security environment and resilience of ICT systems;
- continue transitioning to cloud-based hosting for corporate systems;
- investing in modernised systems to support contract and supply management;
- building mature data and systems architecture; and
- improving corporate systems and technology.

## Blood Sector Systems (BSS)

The NBA has delivered ICT functionality during the past fifteen years that has provided systems which enable blood and blood product ordering, and the management of product authorisations and information for bleeding conditions. The revised ICT Strategy and Roadmap will include indicative timeframes for the next generation of our Blood Sector Systems with a focus on modern, maintainable applications and usability while retaining the core capabilities that exist today, including:

- product ordering and managing inventory;
- governing product use; and
- provision of tools to support the treatment of patients using blood products.

## Corporate modernisation

Following the implementation of an Microsoft 365 (M365) desktop environment in 2022, the NBA will continue to invest in the modernisation of its corporate ICT capability by leveraging the capabilities offered through the M365 environment, updating our records management capability, and digitising and improving internal workflows.

## Integrated Data Management System (IDMS)

The current IDMS is a bespoke ICT application developed in 2006 to support the NBA's contract management and supply planning functions. The application is used to manage product information, pricing, supply plans and payments for the contracts under which blood, blood products and related services are purchased and distributed. The IDMS is at the end-of-life and the NBA is progressing work to develop a new system that will also improve data capture, analytics, and the use of contemporary standards and governance frameworks. The NBA expects the replacement system will be the first step towards more complete systems functionality with future systems able to be integrated with improved data capture and availability.

This project will continue for the duration of 2023–24.

## Cyber security

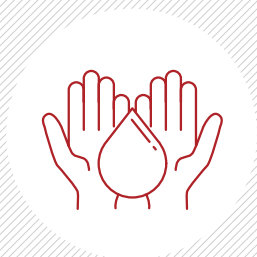
The NBA is actively monitoring and improving its cyber threat resilience and has been working closely with the Australian Cyber Security Centre (ACSC) and partners to manage the ongoing cyber security risks to government agencies and systems. This engagement has resulted in significant improvements to the NBA's cyber security posture and has informed our ongoing work in mitigating the risks to its ICT environment from existing and evolving threats. Cyber security risk mitigation will be an ongoing focus for the NBA, with active consideration being given to this through our Business Continuity Plans.



# Strategic Direction

The core focus of the Corporate Plan is to support the safe, secure, affordable and sustainable supply of blood, blood products, and blood services to meet clinical demand. The Plan outlines a series of priorities and associated strategies to achieve this goal.

Activities have been organised under five strategic goals:



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



- 2 Drive performance improvements in the Australian blood sector



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



- 4 Develop and provide policy advice to support a sustainable blood sector in Australia



- 5 Be a high-performing organisation

# Strategy 1

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

2023-24	2024-25	2025-26	2026-27
Manage the Deed of Agreement with Lifeblood. Continue development of a new Deed of Agreement to commence 1 July 2025.	Manage the Deed of Agreement with Lifeblood.  Complete development of a new Deed of Agreement to commence on 1 July 2025.	Implement and manage the new Deed of Agreement with Lifeblood from 1 July 2025.	Manage the new Deed of Agreement with Lifeblood.
Working with Australian Governments to determine and manage an annual supply plan and budget.	Oversee 2024–24 National Supply Plan and Budget (NSP&B) and develop NSP&B for 2025–26.	Oversee 2025–26 NSP&B and develop NSP&B for 2026–27.	Oversee 2026–27 NSP&B and develop NSP&B for 2027–28.
Negotiating and managing blood supply contracts and arrangements with local and overseas suppliers.	Manage and review contracts with commercial product suppliers to ensure adequate supply and value-for-money.	Manage and review contracts with commercial product suppliers to ensure adequate supply and value-for-money.	Manage and review contracts with commercial product suppliers to ensure adequate supply and value-for-money.
Evaluating proposals to add, remove or change products funded through the National Product Price List to ensure timely patient access.	Facilitate assessment of applications and implement approved funding proposal for new or changed products and services.	Facilitate assessment of applications and implement approved funding proposals for new or changed products and services.	Facilitate assessment of applications and implement approved funding proposal for new or changed products and services.
Maintaining national immunoglobulin (Ig) governance arrangements which ensure appropriate clinical practice, expenditure and consistency with relevant health care standards.	Monitor and improve access arrangements for Ig products.	Monitor and improve access arrangements for Ig products.	Monitor and improve access arrangements for Ig products.
Review 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.	Implement the revised National Blood Product Management Improvement Strategy.

## Performance measures

- Availability of blood and blood-related products meets clinical requirements.
- Multiple contracts from diverse sources for blood products are in place and well-managed
- Provision and use of Ig is consistent with 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 National Supply Plan and Budget approved by governments.

## Strategy 2

### Drive performance improvement in the Australian blood sector.

2023-24	2024-25	2025-26	2026-27
Support improvements for the use and management of Ig products by improving digital systems and policies that authorise, control and govern Ig access and use.	Support improvements for the use and management of Ig products by improving digital systems and policies that authorise, control and govern Ig access and use.	Support improvements for the use and management of Ig products by improving digital systems and policies that authorise, control and govern Ig access and use.	Support improvements for the use and management of Ig products by improving digital systems and policies that authorise, control and govern Ig access and use.
Monitor Ig access and usage and promote awareness of usage by reporting on data and usage patterns.	Monitor Ig access and usage and promote awareness of usage by reporting on data and usage patterns.	Monitor Ig access and usage and promote awareness of usage by reporting on data and usage patterns.	Monitor Ig access and usage and promote awareness of usage by reporting on data and usage patterns.
Establish an ongoing program for utilisation reviews.	Manage utilisation review program.	Manage utilisation review program.	Manage utilisation review program.
Continue to implement an enhanced National Haemovigilance Program.	Continue to implement an enhanced National Haemovigilance Program.	Continue to implement an enhanced National Haemovigilance Program.	Continue to implement an enhanced National Haemovigilance Program.
Finalise and implement a revised ICT Strategy and Roadmap.	Monitor ICT Strategy and Roadmap for continued relevance and continue implementing deliverables.	Complete implementation of the ICT Strategy and roadmap and commence developing the next strategy and roadmap.	Commence the implementation of deliverables identified in the 2026 onwards ICT Strategy.
Commence the build of the Integrated Data Management System (IDMS) solution with industry partner.	Transition IDMS to Business as Usual and support new capability.	Implement new blood sector systems to provide integrated and real time systems to support the blood sector.	Continued implementation of new blood sector systems.
Provide support and maintenance to Blood Sector Systems (BSS).	Provide support and maintenance to BSS.	Provide support and maintenance to BSS.	Provide support and maintenance to BSS.
Support and continue the roll-out of Laboratory Information System (LIS) interfaces with NBA systems to enhance real-time information and inventory management.	Support and continue the roll-out of LIS interfaces with NBA systems to enhance real-time information and inventory management.	Support and continue the roll-out of LIS interfaces with NBA systems to enhance real-time information and inventory management.	Support and continue the roll-out of LIS interfaces with NBA systems to enhance real-time information and inventory management.

2023-24	2024-25	2025-26	2026-27
Support Lifeblood in finalising the BloodNet/ National Blood Management System (NBMS) integration project.	Provide support for the BloodNet/NBMS integration.	Provide support for the BloodNet/NBMS integration.	Provide support for the BloodNet/NBMS integration.
Maintain ongoing support for suppliers and Australian health providers to implement 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.	Support 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.
Deliver on agreed priorities in the Data Improvement Program.	Finalise and support quality and consistency of data.	Provide support to the data solutions.	Provide support to the data solutions.

## Performance measures

- Publish performance reporting and benchmarking information on the NBA website for the blood sector community.
- Data is published each year for fresh blood components, Ig and clotting factor usage.
- Ongoing program for utilisation reviews supported by Governments.



## Strategy 3

**Promote a best practice model of management and use of blood and blood-related products and services in Australia.**

2023-24	2024-25	2025-26	2026-27
Implement the sustainable Guideline process following evaluation of the pilot for Guidelines on Patient Blood Management (PBM) Module 1 and National Rh(D) Immunoglobulin.	Continue implementing the sustainable Guideline development and update process.	Assess the Guideline development and update process and adjust the process as required.	Implement the updated processes for the sustainable Guideline process following evaluation of the pilot.
Develop a revised Patient Blood Management (PBM) Implementation Strategy.	Implement the PBM Implementation Strategy.	Implement the PBM Implementation Strategy.	Implement the PBM Implementation Strategy.
Continue to collaborate with the International Foundation for Patient Blood Management (IFPBM).			
Deliver and promote an expanded suite of tools to support health providers in implementing the National Safety and Quality Health Services 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.
Review the BloodSafe e-learning Australia (BEA) program.	Implement the BEA program endorsed by governments.	Implement the BEA program endorsed by governments.	
Finalise the update to the Guidelines for the management of Haemophilia in Australia.			
Continue to evolve the Criteria for the clinical use of Ig.	Continue to evolve the Criteria for the clinical use of Ig.	Continue to evolve the Criteria for the clinical use of Ig.	Continue to evolve the Criteria for the clinical use of Ig.
Facilitation and funding of research that focuses on research priorities relating to patient blood management and the appropriate use of Ig.	Facilitation and funding of research that focuses on research priorities relating to patient blood management and the appropriate use of Ig.	Facilitation and funding of research that focuses on research priorities relating to patient blood management and the appropriate use of Ig.	Facilitation and funding of research that focuses on research priorities relating to patient blood management and the appropriate use of Ig.

## Performance measures

- ◆ Sustained improvements in the management and use of blood products through:
  - continued reduction in blood wastage;
  - improved clinical guidelines, clinical practice tools and resources developed and promoted;
  - increased publications linked to NBA grants; and
  - changes to the Ig criteria are consistent with quality information, evidence and clinical advice.

## Strategy 4

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

2023-24	2024-25	2025-26	2026-27
Manage the new Output Based Funding Model (OBFM) with Lifeblood.	Manage the OBFM with Lifeblood and negotiate new funding arrangements to commence 1 July 2025.	Finalise and implement new Lifeblood funding arrangements from 1 July 2025.	Manage the new OBFM with Lifeblood.
Support Lifeblood to grow and diversify the blood donor panel.	Support Lifeblood to grow and diversify the blood donor panel.	Support Lifeblood to grow and diversify the blood donor panel.	Support Lifeblood to grow and diversify the blood donor panel.
Advise governments as necessary on issues and potential responses to emerging challenges to the sustainable supply of blood and blood products.	Advise governments as necessary on issues and potential responses to emerging challenges to the sustainable supply of blood and blood products.	Advise governments as necessary on issues and potential responses to emerging challenges to the sustainable supply of blood and blood products.	Advise governments as necessary on issues and potential responses to emerging challenges to the sustainable supply of blood and blood products.
Review national blood sector risk management arrangements.	Implement improvements to national blood sector risk management arrangements as appropriate.		
Support a Commonwealth initiated review of the national blood arrangements to ensure they are modern and fit for purpose.	Implement outcomes of the review of the national blood arrangements.		

### Performance indicators

- ◆ New Output Based Funding Model in place and managed.
- ◆ Blood donor panel increased.
- ◆ Advice provided to governments and others on blood supply and demand issues.
- ◆ Consideration of the outcome of the review of national blood arrangements.



# Key Activity 5

## Be a high performing organisation

2023-24	2024-25	2025-26	2026-27
Attract, build and retain the skills, experience and talent required to deliver our business.	Attract, build and retain the skills, experience and talent required to deliver our business.	Attract, build and retain the skills, experience and talent required to deliver our business.	Attract, build and retain the skills, experience and talent required to deliver our business.
Contribute to Australian Public Service wide negotiations, and negotiate NBA enterprise agreement specific arrangements with NBA staff as required.			
Good management of human, financial, technology and other resources.	Good management of human, financial, technology and other resources.	Good management of human, financial, technology and other resources.	Good management of human, financial, technology and other resources.
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.	Continued monitoring and enhancement of protective security and cyber resilience of ICT systems and infrastructure.
Modernise and refresh of NBA corporate digital and business systems.	Modernise and refresh of NBA corporate digital and business systems.	Review NBA corporate digital systems in conjunction with the development of a new ICT Strategy.	Modernise and refresh of NBA corporate digital and business systems.
Manage and support advisory and governance committees and Accountable Authority obligations.	Manage and support advisory and governance committees and Accountable Authority obligations.	Manage and support advisory and governance committees and Accountable Authority obligations.	Manage and support advisory and governance committees and Accountable Authority obligations.
Maintain a safe and healthy workplace.	Maintain a safe and healthy workplace.	Maintain a safe and healthy workplace.	Maintain a safe and healthy workplace.
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.
Ensure effective internal and external communication strategies are in place.	Ensure effective internal and external communication strategies are in place.	Ensure effective internal and external communication strategies are in place.	Ensure effective internal and external communication strategies are in place.
Attend relevant domestic and international meetings and conferences.	Attend relevant domestic and international meetings and conferences.	Attend relevant domestic and international meetings and conferences.	Attend relevant domestic and international meetings and conferences.

## Performance measures

- ♦ Enterprise Agreements finalised and in place.
- ♦ NBA remains an employer of choice with a staff engagement score of 75% or more.
- ♦ National Supply Plan and Budget agreed by governments.
- ♦ A safe and healthy working environment is maintained with a reportable incident rate of less than 2%.
- ♦ Staff completion of mandatory annual online learning and development modules by not less than 90% of staff.

# Performance

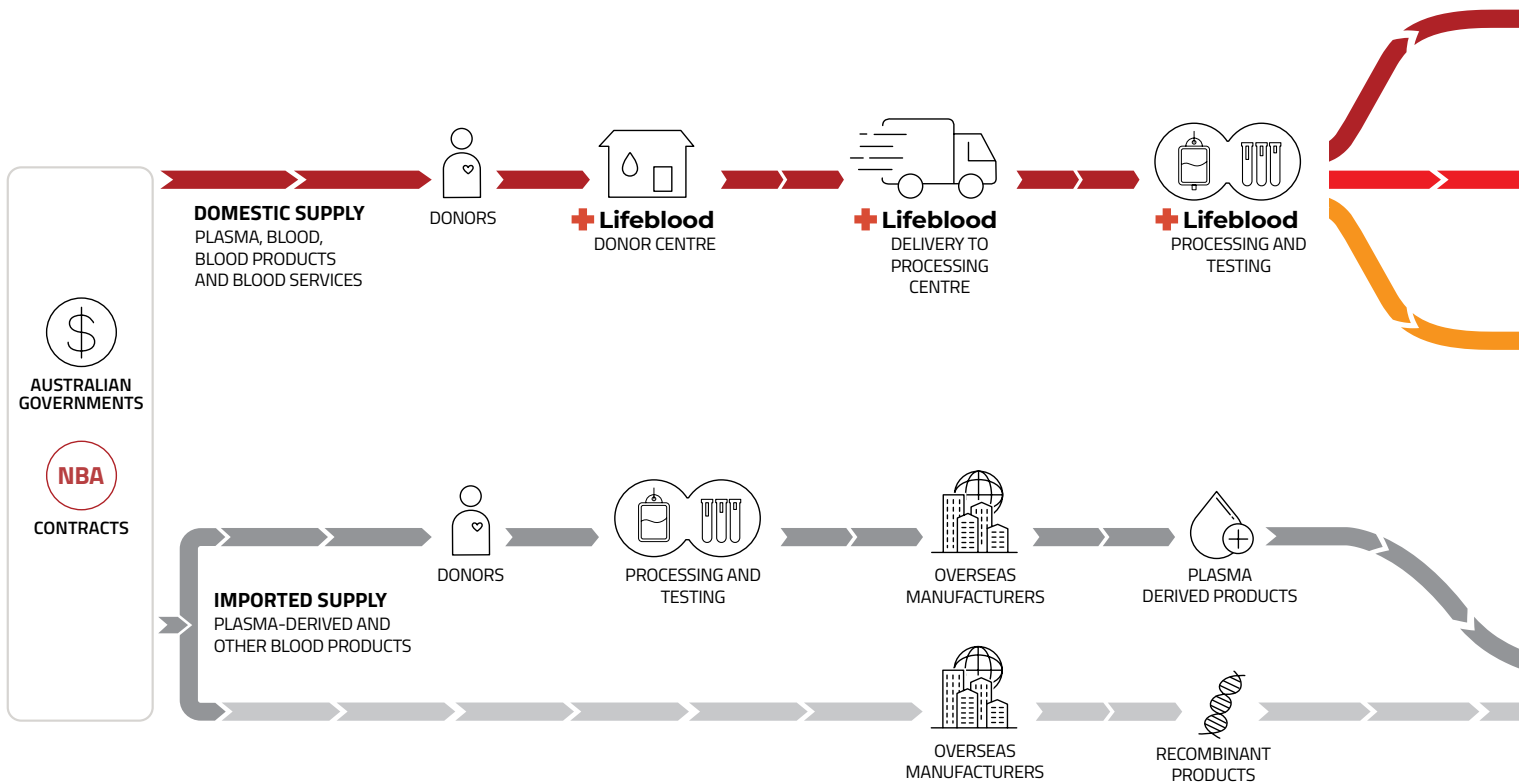
The performance of the NBA is summarised in the NBA Annual Report that is published by the NBA and tabled in Parliament, with performance information also included in Portfolio Budget Statements also provided to Parliament. Performance is monitored throughout the year through NBA internal governance mechanisms, the NBA Audit and Risk Committee as well as through reporting and discussion at NBA Board meetings.

The information provided in the Portfolio Budget Statements reports NBA performance against an Outcome approved by the Commonwealth Government as follows:

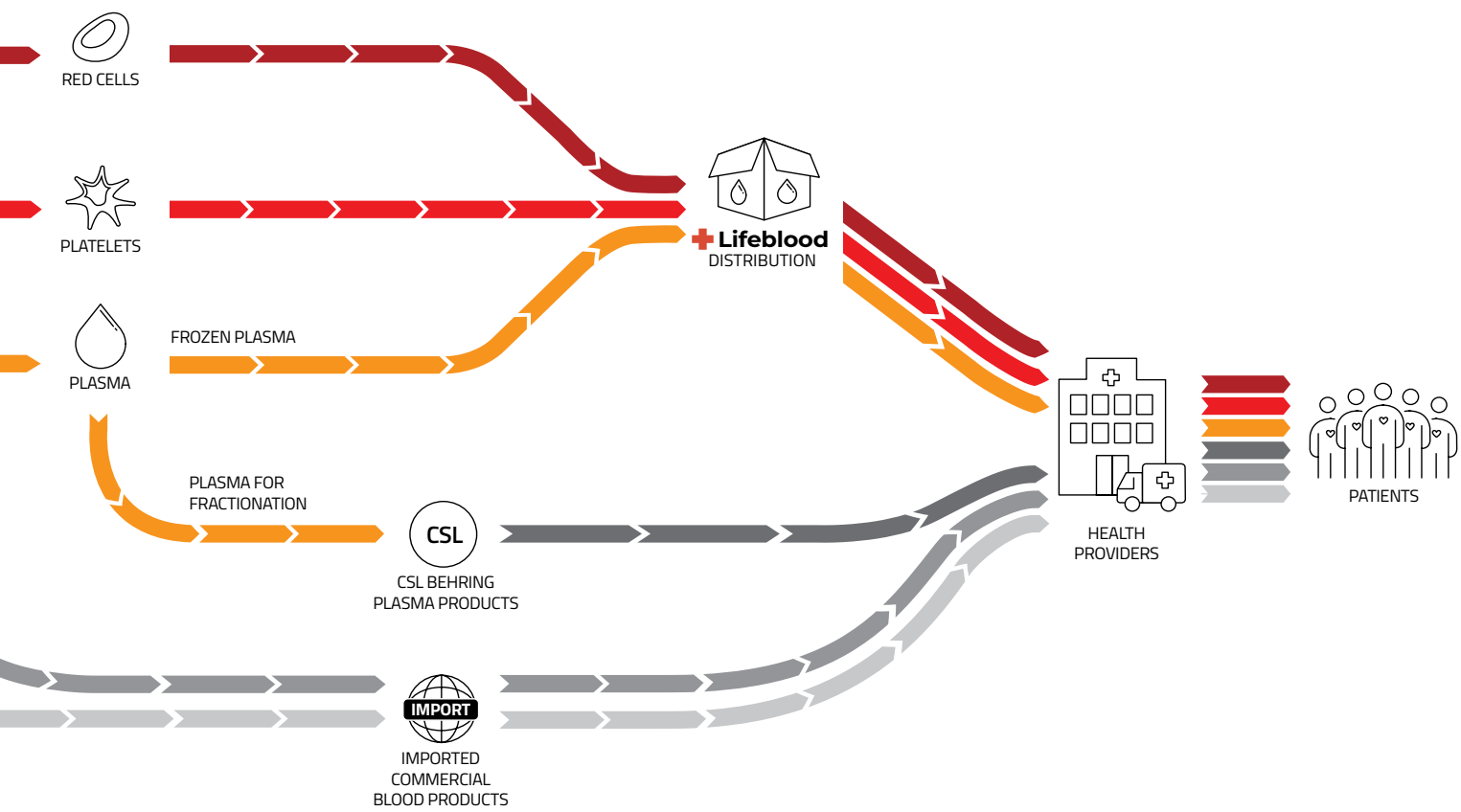
## Portfolio Budget Statements

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 2023–24	Target 2024–25	Target 2025–26	Target 2026–27
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. Events that activate the National Blood Supply Contingency Plan, if any, are managed effectively and efficiently by the NBA. Multiple contracts from diverse sources for relevant blood products are in place and managed to ensure security of supply.			
The supply outcome is within 5% of the National Supply Plan & Budget approved by governments.	<5% variation			
Appropriate access and use of immunoglobulin (Ig), as indicated by clinical demand against approved access criteria.	<9% 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.			

# THE JOURNEY



# OF BLOOD







[blood.gov.au](http://blood.gov.au)

SAVING AND IMPROVING AUSTRALIAN LIVES