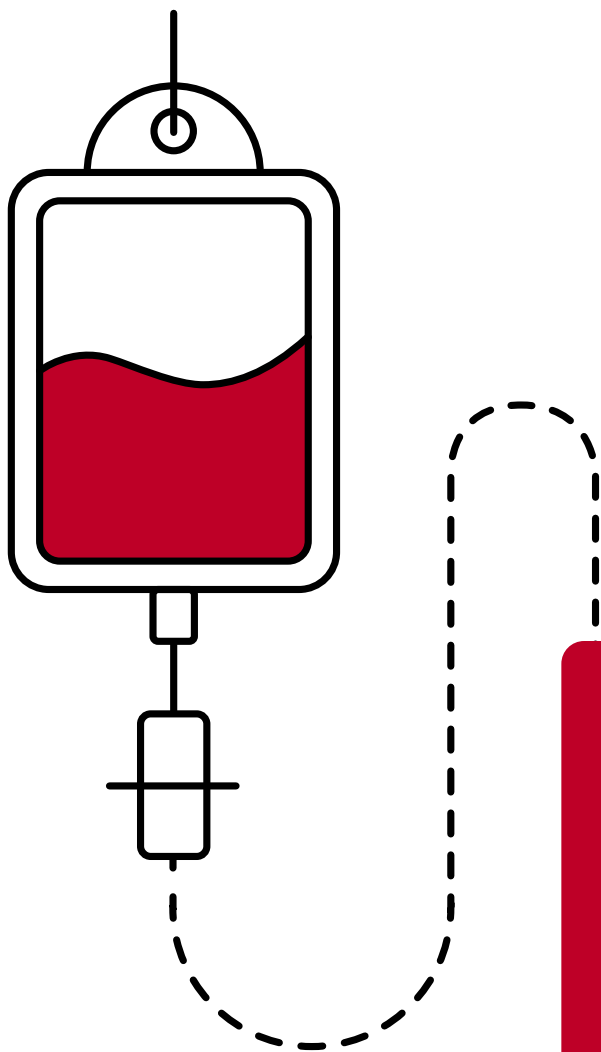


NATIONAL
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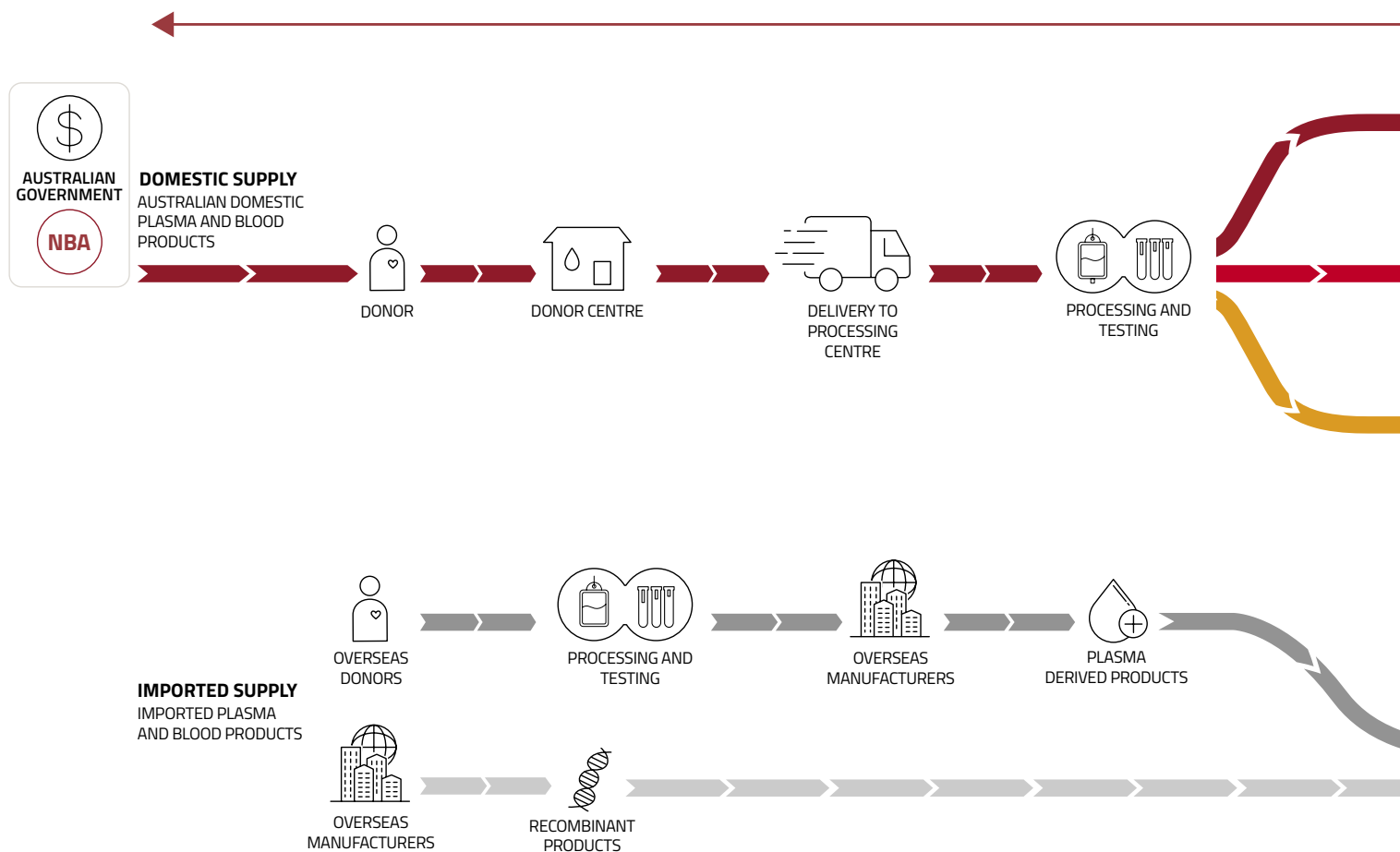


CORPORATE PLAN

2021–22 TO 2024–25

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

THE JOURNEY OF BLOOD AND



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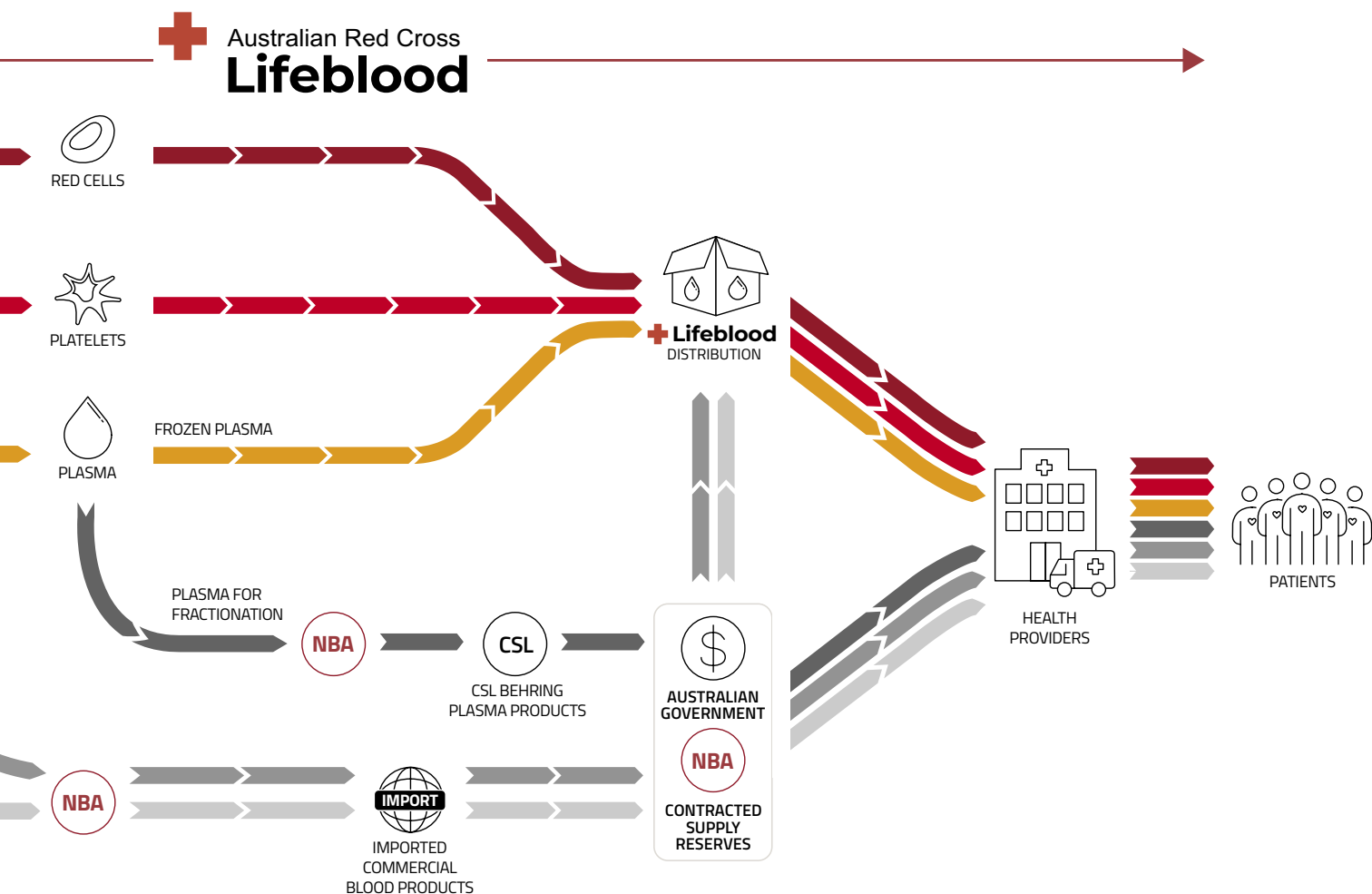
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BLOOD RELATED PRODUCTS



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Introduction



As the Accountable Authority of the National Blood Authority (NBA), I am pleased to present the NBA 2021–22 Corporate Plan. The Plan has been prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and covers the period 2021–22 to 2024–25.

As with other organisations, the planning environment for the NBA for 2021–22 and subsequent years is especially challenging at present. The continuing evolution of the COVID-19 pandemic and the disruption caused by the need to manage the immediate requirements of pandemic related issues has contributed additional uncertainties and risks in relation to the planning context for the management of Australia’s national blood arrangements.

Australia is better placed than many other countries in relation to the national supply of blood, blood products and blood services. Nevertheless, the COVID-19 pandemic has affected the ability of blood donors to donate blood and plasma as they did before the pandemic, not just in Australia but in other countries as well.

The NBA Corporate Plan for this next period takes account of these increased uncertainties and risks. We will manage the substantial national blood supply contracts more actively. We will also develop our digital systems to enhance the knowledge and information necessary to better understand the dynamics of the blood sector and to inform good decisions in a more rapidly changing environment. This will necessitate important work on the redevelopment and modernisation of our digital systems and how these systems interface with others outside the NBA.

Most importantly, the NBA will work even more closely with the Australian Red Cross Lifeblood, with commercial partners and suppliers, with governments, clinicians, patients and experts to ensure Australia’s supply of blood, blood products and blood services remain safe, secure, sustainable and affordable.

John Cahill

Chief Executive

August 2021

The NBA

OUR VISION

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

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

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
- Supports jurisdictional decision making under the National Blood Agreement.

OUR OUTCOME

The outcome of the NBA's work is:

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.

OUR PLANNING

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

NBA 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

NBA Corporate Plan



OBJECTIVES

Secure the supply of blood and blood products

Improve risk management and blood sector performance

Promote the safe and efficient use of blood and blood products



STRATEGIES

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

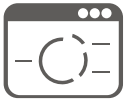
Drive performance improvements in the Australian blood sector

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

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

Be a high-performing organisation

HORIZON-SCANNING



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

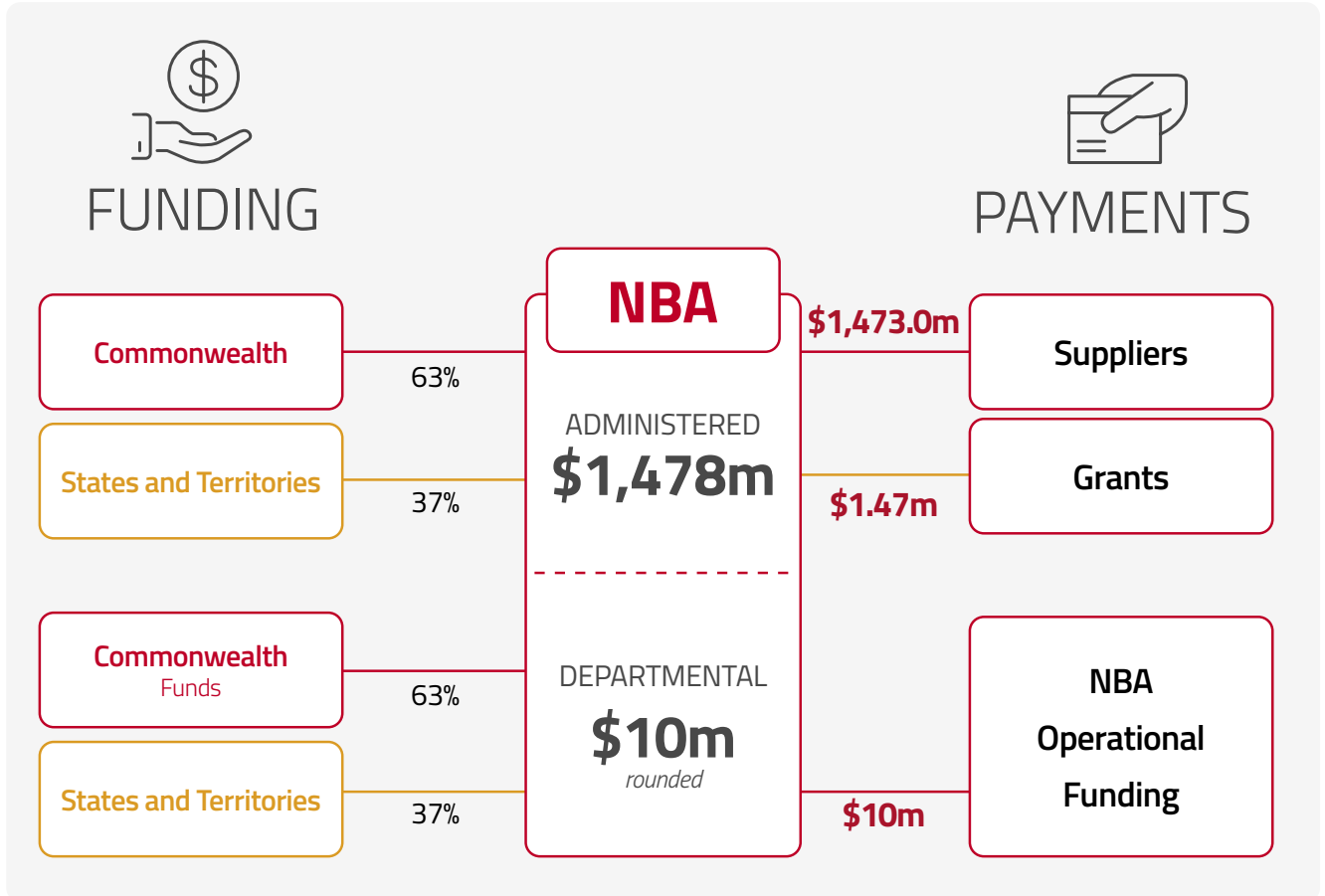
NBA Individual Performance Plans

NBA Annual Report and Portfolio Budget Statements

OUR FUNDING

Australia's national blood supply and 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%.

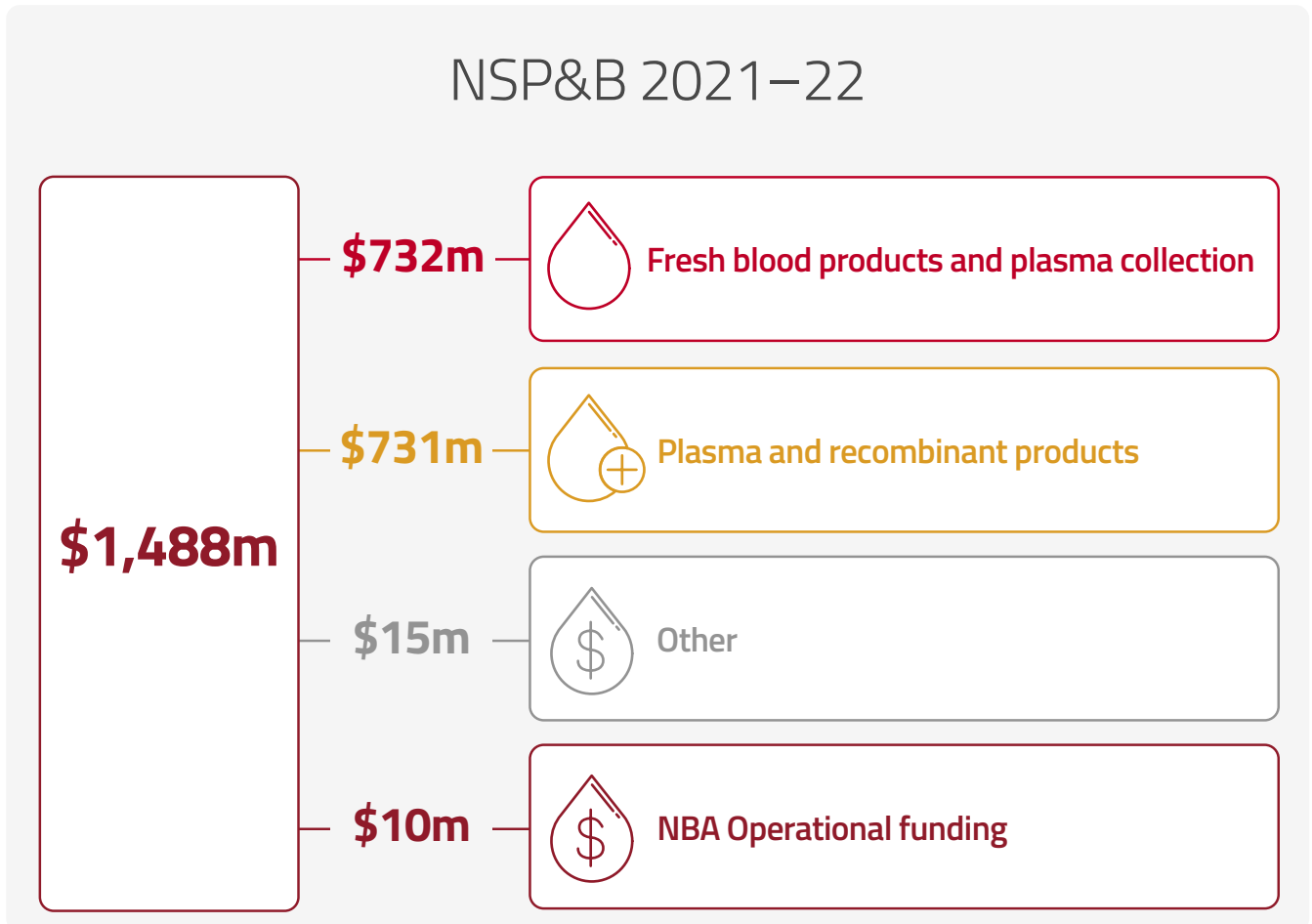
2021–22 FUNDING



NATIONAL SUPPLY PLAN 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 state and territory governments.

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



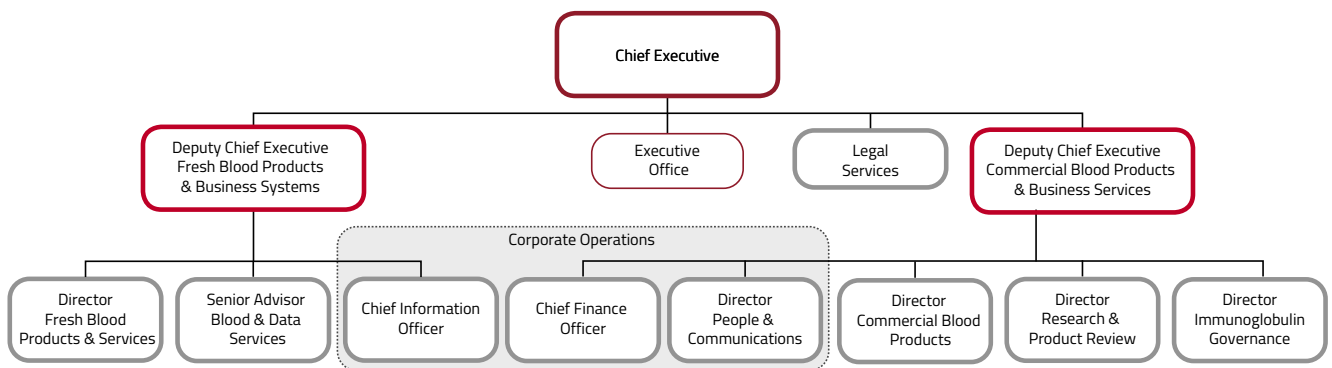
Operating Context

NBA ORGANISATIONAL STRUCTURE

The NBA is organised into two groups:

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

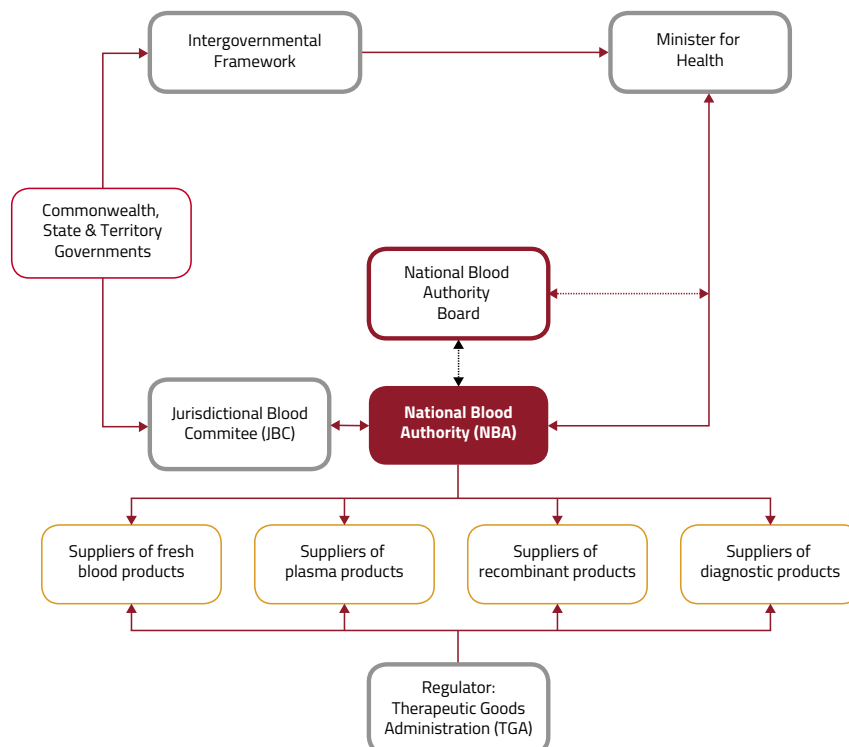
Both groups have program and business responsibilities and are led by a Deputy Chief Executive. The NBA Chief Executive (specified as the General Manager in the NBA Act) and Deputy Chief Executives are supported by a small Executive Office.



GOVERNANCE

BLOOD SECTOR GOVERNANCE

The key governing bodies in the Australian blood sector and their roles and relationships are identified below. Inter-governmental arrangements are currently under review and a revised Health System Architecture remains to be finalised by governments during 2021–22.



NBA Board

The Board is established under the NBA Act with an advisory function that principally involves providing 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.

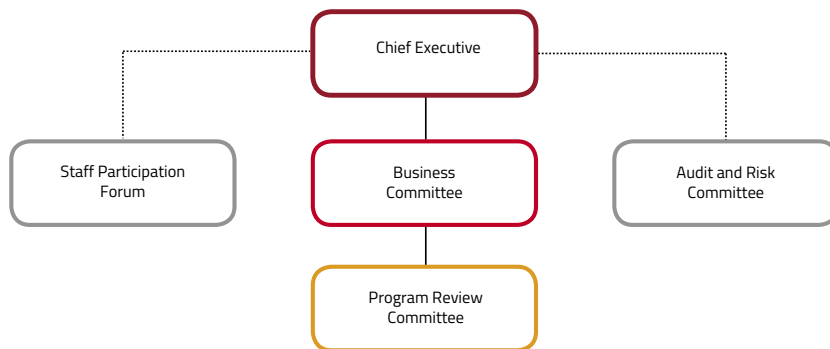
The Board usually meets quarterly to consider key issues facing the blood sector and the NBA as appropriate.

Board Members also engage with stakeholders to strengthen relationships, promote the role of the NBA and contribute generally to the 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 a nomination and consultation process 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, 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 the program work.

Audit and Risk Committee

This committee comprises 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

This 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 work collaboratively with governments, suppliers, public and private health services, health professionals, patients and non-government organisations.

These collaborative relationships are underpinned by:

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

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
- 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.

The Australian Red Cross Lifeblood (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.

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.

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.

Future 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 environment and 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 NBA horizon scanning together with 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.

The current outlook for the NBA's work is overshadowed by the impact of the COVID-19 pandemic and issues arising from pandemic management requirements. These impacts and issues are still emerging and can therefore be expected to significantly influence many of the challenges and opportunities identified below for the future NBA work program.

DEMAND ISSUES

CHALLENGES

- New diseases, new clinical indications (e.g. from COVID-19 vaccine effects), and a changing population increases the demand for blood and blood products
- Global demand for products adversely affects the availability of imported products for Australia
- 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.

OPPORTUNITIES

- Scope to embed contemporary clinical guidelines and criteria for the appropriate use of blood and blood products into contemporary clinical practice
- A continuing demographic contribution to strong growth in specific blood products, such as Immunoglobulin products – the single largest component of the blood budget – where demand continues to grow significantly
- Support for health technology assessments and product utilisation reviews to inform evidence based assessments of appropriate use, efficacy and cost effectiveness .

SUPPLY ISSUES

CHALLENGES

- Emerging issues relating to blood and plasma collection, including the size and composition of the donor panel
- Supply tensions arising from increased global demand and supply chain issues exacerbated by COVID-19
- Complex requirements related to the management of multiple suppliers for imported blood products
- Further scope to reduce the wastage of blood and blood products through enhanced inventory management and improved supply chain practices
- Continual development of new and existing products and services to improve treatment and enhance patient access and outcomes, requiring the initiation and support for timely health technology assessments.

OPPORTUNITIES

- Actively supporting the increased domestic collection of plasma enhances the security of supply from Australian sources
- Responding to a tight global Immunoglobulin market by engaging diverse suppliers and managing the allocation of product supply across patients, indications and regions using enhanced allocation tools
- Ensuring that clinical guidelines are current and cover relevant products and clinical contexts, including coordination of new research and evidence
- Well-directed research to develop knowledge to support effective and efficient use of blood products to achieve appropriate patient outcomes. The National Blood Research and Development Strategic Priorities, which are currently being reviewed and updated, will guide this
- 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 and services are appropriate and optimal by undertaking product utilisation reviews.

DATA AND SYSTEMS

CHALLENGES

- 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 will be addressed through a revised Information and Communication Technology (ICT) Strategy and Roadmap focussed on the next generation of digital systems
- New systems will be designed to sustain and augment the data capture and access required to more effectively support blood sector and business operations, information, analysis and reporting
- 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 is required to inform product assessments and utilisation reviews.

OPPORTUNITIES

- Effective analysis, such as product utilisation reviews, is improved by access to quality data from NBA systems
- Planning for the NBA's Data Strategy 2021–25 is underway to improve 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
- The NBA is also revising its ICT Strategy, with a focus on modernising the systems we provide, improving data quality and availability and improving how we exchange data with partners
- The NBA is working with patients and stakeholders to continually improve data collection to inform consideration of performance improvement opportunities.

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

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, secure supply of 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 updated NBSCP has been endorsed by governments and published on the NBA website. Further work is now underway to develop a plan of simulation exercises to validate and improve the plan. These simulations have been delayed due to the need for governments to focus on managing present risks associated with COVID-19. The updated NBSCP includes:

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

BLOOD SAFETY RISK MANAGEMENT

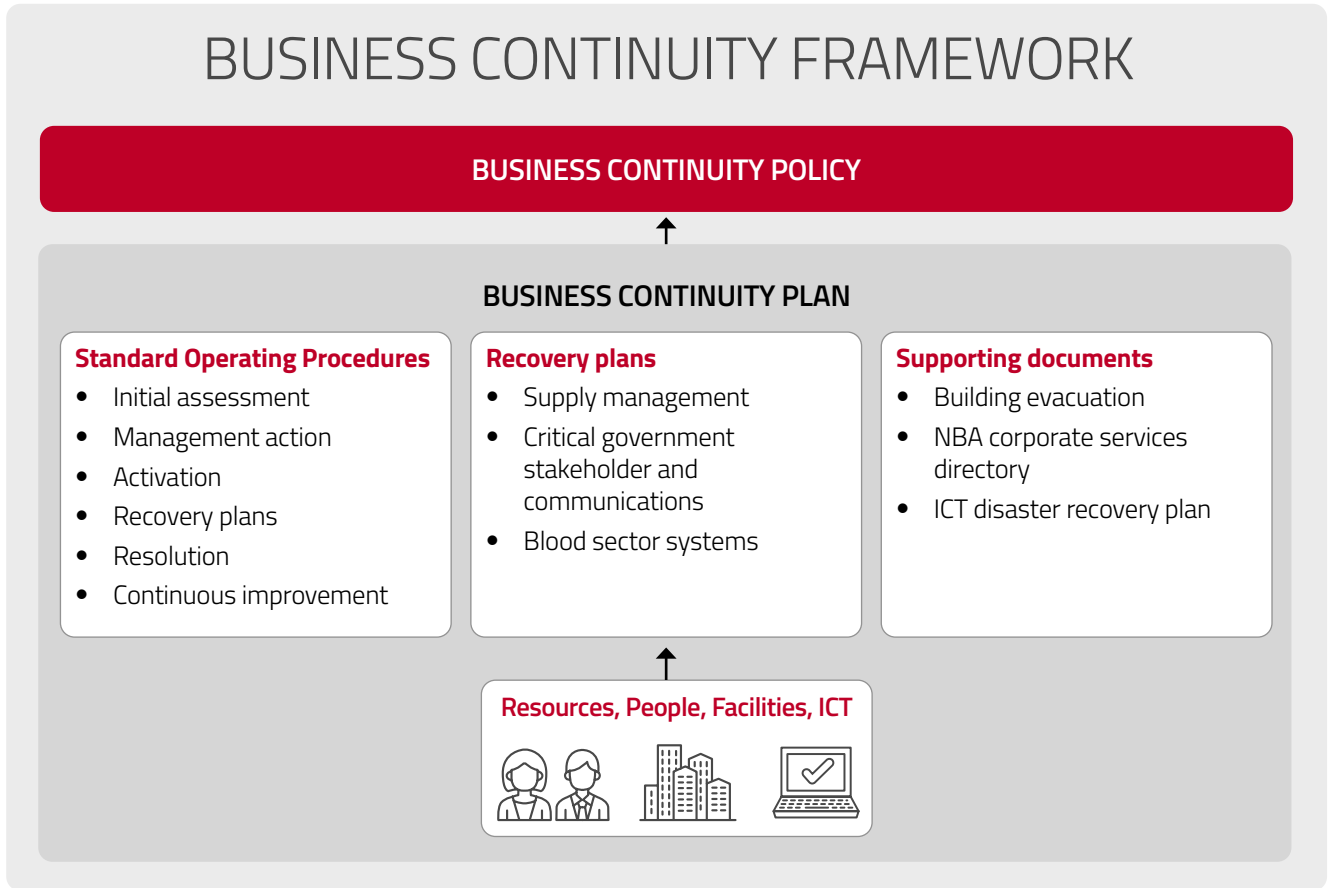
Responsibility for producing safe and effective blood products rests with the products' manufacturers. However, all blood and blood products, whether domestic or imported, must meet stringent standards. The Therapeutic Goods Administration (TGA) has the primary responsibility for regulating products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

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

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

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.



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 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 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

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

As with the broader APS, the NBA is operating in a changing 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 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
- maximising data and technology to support decision making and enhance performance
- providing an enhanced assurance and control framework
- modernising the physical workplace to provide an improved 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 developing an updated 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, will identify the approach to modernising the NBA's ICT environment through the implementation of cloud-based capability. This capability will see the adoption of the Digital Transformation Agency (DTA) Public Utility Blueprint, which outlines how APS agencies should transition to cloud-based desktop environments and deliver a consistent approach for collaboration and business operations. The ICT Strategy will also outline the plans to adopt proven technology to deliver the next generation of Blood Sector Systems on an integrated platform that meets the needs of our stakeholders whilst also providing improved data services for the blood sector.

The NBA is making sure 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;
- transitioning to a 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. An updated 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.

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 2021–22.

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 ensure the safe, secure and sustainable supply of blood and blood products to meet clinical demand. The Plan outlines a series of priorities and associated strategies to support this goal.

Activities have been organised under five strategic goals:



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



Drive performance improvements in the Australian blood sector



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



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



Be a high-performing organisation

Activities

Strategy 1

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

PROGRAM	2021–22	2022–23	2023–24	2024–25
National Supply and Funding	Manage the Deed of Agreement with the Australian Red Cross Lifeblood (Lifeblood).	Manage the Deed of Agreement with Lifeblood.	Manage the Deed of Agreement with Lifeblood. Begin development of a new Deed of Agreement to commence 1 July 2025.	Manage the Deed of Agreement with Lifeblood. Complete development of a new Deed of Agreement to commence 1 July 2025.
	Oversee 2021–22 National Supply Plan and Budget (NSP&B) and develop an NSP&B for 2022–23.	Oversee 2022–23 NSP&B and develop NSP&B for 2023–24.	Oversee 2023–24 NSP&B and develop NSP&B for 2024–25.	Oversee 2024–25 NSP&B and develop NSP&B for 2025–26.
	Manage contracts with commercial product suppliers to ensure adequate supply and value-for-money.	Manage contracts with commercial product suppliers to ensure adequate supply and value-for-money.	Manage contracts with commercial product suppliers to ensure adequate supply and value-for-money.	Manage contracts with commercial product suppliers to ensure adequate supply and value-for-money.
	As existing contracts expire, undertake procurement to secure the supply of imported plasma-derived and other products as required.			As existing contracts expire, undertake procurement to secure the supply of imported plasma-derived and other products as required.
	Review the contract with CSL Behring by 30 June 2022 in accordance with the National Fractionation Agreement for Australia.	Implement any actions arising from the review of the contract with CSL Behring.		

PROGRAM	2021–22	2022–23	2023–24	2024–25
National Supply and Funding	Oversee the ongoing agreement and funding for the Australian Haemophilia Centre Directors' Organisation (AHCDO) and the management of the Australian Bleeding Disorders Registry (ABDR).	Oversee the ongoing agreement and funding for AHCDO and the management of the ABDR.	Oversee the ongoing agreement and funding for AHCDO and the management of the ABDR.	Oversee the ongoing agreement and funding for AHCDO and the management of the ABDR.
	Manage the allocation of immunoglobulin (Ig) according to the annual supply plan.	Manage the allocation of Ig according to the annual supply plan.	Manage the allocation of Ig according to the annual supply plan.	Manage the allocation of Ig according to the annual supply plan.
	Assess applications and implement approved funding for new or changed products and services under the National Blood Agreement.	Assess applications and implement approved funding for new or changed products and services under the National Blood Agreement.	Assess applications and implement approved funding for new or changed products and services under the National Blood Agreement.	Assess applications and implement approved funding for new or changed products and services under the National Blood Agreement.
Immunoglobulin Governance	Monitor and improve access arrangements for Ig products.	Monitor and improve access arrangements for Ig products.	Monitor and improve access arrangements for Ig products.	Monitor and improve access arrangements for Ig products.
	Monitor, review and promote the Immunoglobulin Governance National Policy.	Monitor, review and promote the Immunoglobulin Governance National Policy.	Monitor, review and promote the Immunoglobulin Governance National Policy.	Monitor, review and promote the Immunoglobulin Governance National Policy.
National Supply Efficiency and Wastage Reduction	Review and update the National Blood Product Management Improvement Strategy.	Implement the revised National Blood Product Management Improvement Strategy.	Implement the revised National Blood Product Management Improvement Strategy.	Implement the revised National Blood Product Management Improvement Strategy.

PROGRAM	2021–22	2022–23	2023–24	2024–25
National Risk Assessment and Management	Subject to COVID-19 pandemic management arrangements, develop simulation exercises to validate and inform updates of the National Blood Supply Contingency Plan (NBSCP).	Revise the NBSCP as necessary to reflect simulation learnings.	Continue simulations as required and update the NBSCP as necessary.	Continue simulations as required and update the NBSCP as necessary.

KEY PERFORMANCE INDICATORS

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

Strategy 2

Drive performance improvement in the Australian blood sector

PROGRAM	2021–22	2022–23	2023–24	2024–25
Immunoglobulin Governance	Monitor performance and 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 performance and 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 performance and 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 performance and 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.
National Supply and Funding	Continue pilot product utilisation reviews.	Continue product utilisation reviews.	Continue product utilisation reviews.	Continue product utilisation reviews.
National Guidelines Development and Implementation	Review the implementation of the National Haemovigilance Program.	Implement an enhanced National Haemovigilance Program.	Continue to implement an enhanced National Haemovigilance Program.	Continue to implement an enhanced National Haemovigilance Program.
Information Management and Technology	Complete agreed deliverables on the Blood Sector Systems (BSS) and Data Roadmap 2018–22. and develop the next ICT strategy and roadmap.	Implement the ICT Strategy 2021–25 and roadmap.	Continue implementing the ICT Strategy 2021–25 and roadmap.	Complete implementation of the ICT Strategy 2021–25 and roadmap and commence developing the next strategy and roadmap.
	Implementation of replacement solution for Integrated Data Management System (IDMS), including technology and business process changes.	Embed support processes for new solution.	Continue to support and update in line with the ICT Strategy 2021–25 and roadmap.	Continue to support and update in line with the ICT Strategy 2021–25 and roadmap.

PROGRAM	2021–22	2022–23	2023–24	2024–25
Information Management and Technology	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 Laboratory Information System (LIS) interfaces with NBA systems to enhance real-time information and inventory management.	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 Laboratory Information System (LIS) interfaces with NBA systems to enhance real-time information and inventory management.
	Support Lifeblood in finalising the BloodNet/ National Blood Management System (NBMS) Integration Project.	Maintain ongoing support for the BloodNet/NBMS integration.	Provide support for the BloodNet/ NBMS integration.	Provide support for the BloodNet/ NBMS integration.
	Continue to support suppliers and Australian health providers in the implementation of the national policy on blood tracking for blood and blood products.	Maintain ongoing support of suppliers and Australian health providers in the implementation of the national policy on blood tracking for blood and blood products.	Support suppliers and Australian health providers in the implementation of the national policy on blood tracking for blood and blood products.	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.	Deliver on agreed priorities in the Data Improvement Program.	Finalise and support quality and consistency of data.	Provide support to the data solutions.

KEY PERFORMANCE INDICATORS

- Publish performance reporting and benchmarking information on the NBA website for the blood sector community
- Data is published each year for Ig and clotting factor usage
- Continue product utilisation reviews
- Support improvements for the use and management of Ig products.

Strategy 3

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

PROGRAM	2021–22	2022–23	2023–24	2024–25
National Guidelines Development and Implementation	Pilot a sustainable development and update process for Guidelines on Patient Blood Management (PBM) Module 1 and National Rh(D) Immunoglobulin.	Implement the sustainable Guideline process following evaluation of the pilot.	Continue implementing the sustainable Guideline development and update process.	Assess the Guideline development and update process and adjust the process as required.
	Monitor and assess implementation of the National Rh(D) Immunoglobulin Guidelines.	Monitor and assess the National Rh(D) Immunoglobulin Guideline and the PBM Module 1 Guideline.	Monitor and assess all Guidelines.	Monitor and assess all Guidelines.
	Develop a revised PBM Implementation Strategy for 2021–25.	Implement the 2021–25 PBM Implementation Strategy.	Continue to implement the 2021–25 PBM Implementation Strategy.	Develop a revised PBM Implementation Strategy for 2026–30.
	Continue to collaborate with the International Foundation for Patient Blood Management (IFPBM).	Continue to collaborate with the IFPBM.		
	Deliver and promote an expanded suite of tools to support health providers in implementing the National Safety and Quality Health Service (NSQHS) Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers in implementing the NSQHS Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers in implementing the NSQHS Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers in implementing the NSQHS Blood Management Standard.
	Implement and review the BloodSafe e-learning Australia (BEA) program endorsed by governments.	Implement the BEA program endorsed by governments.	Implement the BEA program endorsed by governments.	Implement the BEA program endorsed by governments.

PROGRAM	2021–22	2022–23	2023–24	2024–25
Immunoglobulin Governance	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.
	Continue to harness opportunities for increasing knowledge of Ig use and management.	Continue to harness opportunities for increasing knowledge of Ig use and management.	Continue to harness opportunities for increasing knowledge of Ig use and management.	Continue to harness opportunities for increasing knowledge of Ig use and management.
Supporting Research	Manage research and development grants in a way that promotes improvements in the use of blood products including awarding research and development grants.	Manage research and development grants in a way that promotes improvements in the use of blood products including awarding research and development grants.	Manage research and development grants in a way that promotes improvements in the use of blood products including awarding research and development grants.	Manage research and development grants in a way that promotes improvements in the use of blood products including awarding research and development grants.
	Continue to award grants under the National Blood Sector Research and Development Program.	Continue to award grants under the National Blood Sector Research and Development Program.	Continue to award grants under the National Blood Sector Research and Development Program.	Continue to award grants under the National Blood Sector Research and Development Program.
	Consider the outcome of the review of research priorities for the National Blood Sector Research and Development Program and implement changes as necessary.	Evaluate the National Blood Sector Research and Development Program grant rounds and seek new funding from governments to continue grants if the evaluation is positive.	Implement improvements to the National Blood Sector Research and Development Program grant rounds as necessary.	

KEY PERFORMANCE INDICATORS

- Sustained improvements in the management and use of blood products through:
 - continued reduction in patient blood wastage
 - improved clinical guidelines, clinical practice tools and resources developed and promoted
 - increased publications linked to NBA grants
 - criteria for appropriate access and use of Ig in Australia responsive to good quality information, evidence and clinical advice.

Strategy 4

Support a sustainable blood sector in Australia

PROGRAM	2021–22	2022–23	2023–24	2024–25
National Supply and Funding	Renew the Output Based Funding Model (OBFM) with Lifeblood to commence 1 July 2022.	Implement and manage the new OBFM with Lifeblood.	Manage the OBFM with Lifeblood.	Manage the OBFM with Lifeblood and negotiate new funding arrangements to commence 1 July 2025.
	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.
Immunoglobulin Governance	Support health technology assessment reviews of selected conditions that use Ig as a treatment.			
National Assessment and Management		Review national blood sector risk management arrangements.	Implement improvements to national blood sector risk management arrangements as appropriate.	

KEY PERFORMANCE INDICATORS

- New Output Based Funding Model in place
- Effective advice provided by the NBA to support policy decisions on the sustainability of the blood sector
- Health technology assessments are completed and inform modifications to Ig policy and access criteria as required.

Strategy 5

A high performing organisation

PROGRAM	2021–22	2022–23	2023–24	2024–25
Information Management and Technology	Modernisation and refreshing of NBA digital and business systems is commenced through implementation of the ICT Strategy and roadmap.	Implementation of updated ICT Strategy and roadmap to improve blood sector systems and meet contemporary NBA business needs.	Implementation of updated ICT Strategy and roadmap to improve blood sector systems and meet contemporary NBA business needs.	Implementation of updated ICT Strategy and roadmap to improve blood sector systems and meet contemporary NBA business needs.
	Update and progress NBA Digital Continuity capabilities.	Update and progress NBA Digital Continuity capabilities.	Update and progress NBA Digital Continuity capabilities.	Update and progress NBA Digital Continuity capabilities.
	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.
Corporate Management and Governance	Identify and deliver ICT service improvements as required.	Identify and deliver ICT service improvements as required.	Identify and deliver ICT service improvements as required.	Identify and deliver ICT service improvements as required.
	Effectively manage the NBA human, financial and property resources.	Effectively manage the NBA human, financial and property resources.	Effectively manage the NBA human, financial and property resources.	Effectively manage the NBA human, financial and property resources.
	Refresh and expand NBA office accommodation to modernise and improve working conditions and operate in a COVID-safe way.			
	Manage and support advisory and governance committees and Accountable Authority Instructions (AAI).	Manage and support advisory and governance committees and AAIs.	Manage and support advisory and governance committees and AAIs.	Manage and support advisory and governance committees and AAIs.

PROGRAM	2021–22	2022–23	2023–24	2024–25
Corporate Management and Governance	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.
	Maintain a safe and healthy workplace.	Maintain a safe and healthy workplace.	Maintain a safe and healthy workplace.	Maintain a safe and healthy workplace.
	Determine workplace arrangements to replace expiring authority for staff remuneration and enterprise employment conditions.			
	Optimise arrangements for the development and approval of the annual National Supply Plan and Budget.			
	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.
	Consider Australian National Audit Office recommendations.			
	Develop and commence implementation of an NBA communications strategy.	Implement the NBA communications strategy.	Implement the NBA communications strategy.	Implement the NBA communications strategy.

PROGRAM	2021–22	2022–23	2023–24	2024–25
Blood Sector Knowledge Development	Attend relevant domestic and international meetings and conferences to maintain and share current information and knowledge of domestic and global blood sector issues.	Attend relevant domestic and international meetings and conferences.	Attend relevant domestic and international meetings and conferences.	Attend relevant domestic and international meetings and conferences.
	Continue to monitor and report on international issues and trends relevant to the management of blood arrangements in Australia.	Continue to monitor and report on international issues and trends.	Continue to monitor and report on international issues and trends.	Continue to monitor and report on international issues and trends.

KEY PERFORMANCE INDICATORS

- National Supply Plan and Budget agreed by governments
- New workplace arrangement for NBA staff in place
- Better work environment for NBA staff provided
- NBA remains an employer of choice with a staff engagement score of 75% or more
- 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 2021–22	TARGET 2022–23	TARGET 2023–24	TARGET 2024–25
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.	Less than 5% variation.			
Appropriate access and use of immunoglobulin (Ig), as indicated by clinical demand against approved access criteria.	Less than 9% growth in Ig demand under approved criteria.	Less than 8% growth in Ig demand under approved criteria.	Less than 8% growth in Ig demand under approved criteria.	Less than 8% growth in Ig demand under approved criteria.
National performance reporting and benchmarking across the Australian blood sector.	Publish performance reporting and benchmarking information on the NBA website for the blood sector community.			

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SAVING AND IMPROVING AUSTRALIAN LIVES