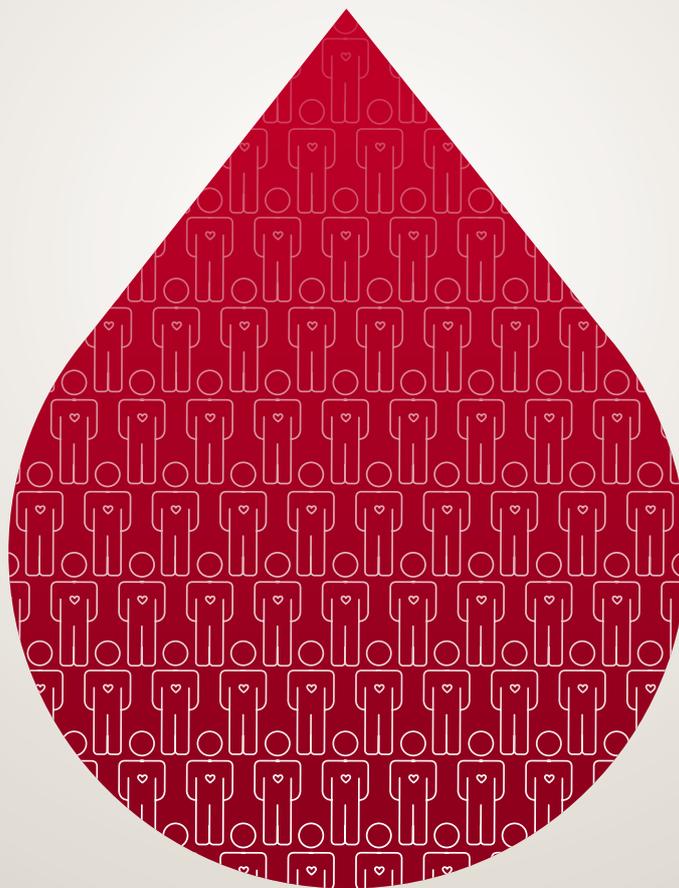


NATIONAL
BLOOD
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AUSTRALIA

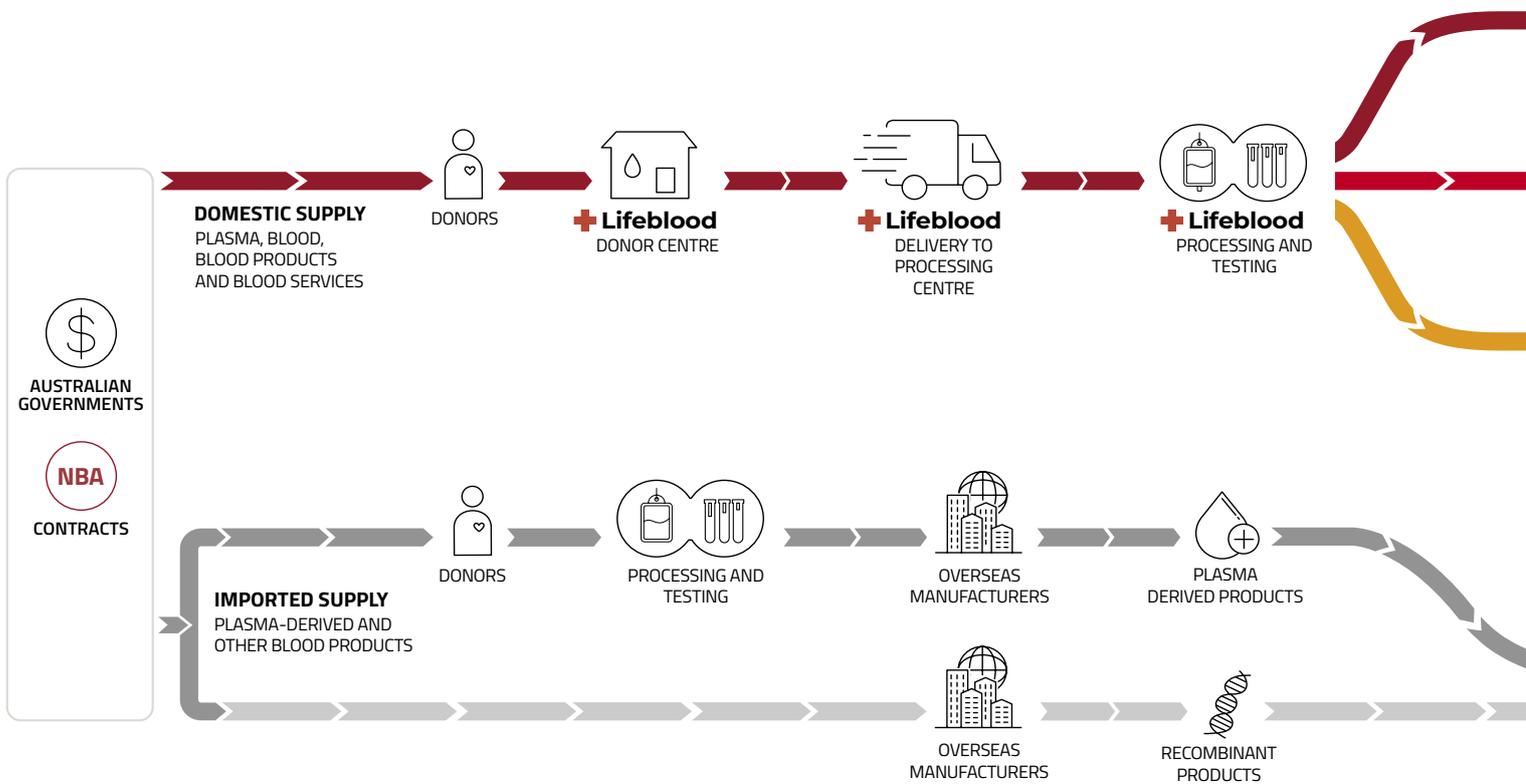
CORPORATE PLAN

2022–23 TO 2025–26



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

THE JOURNEY



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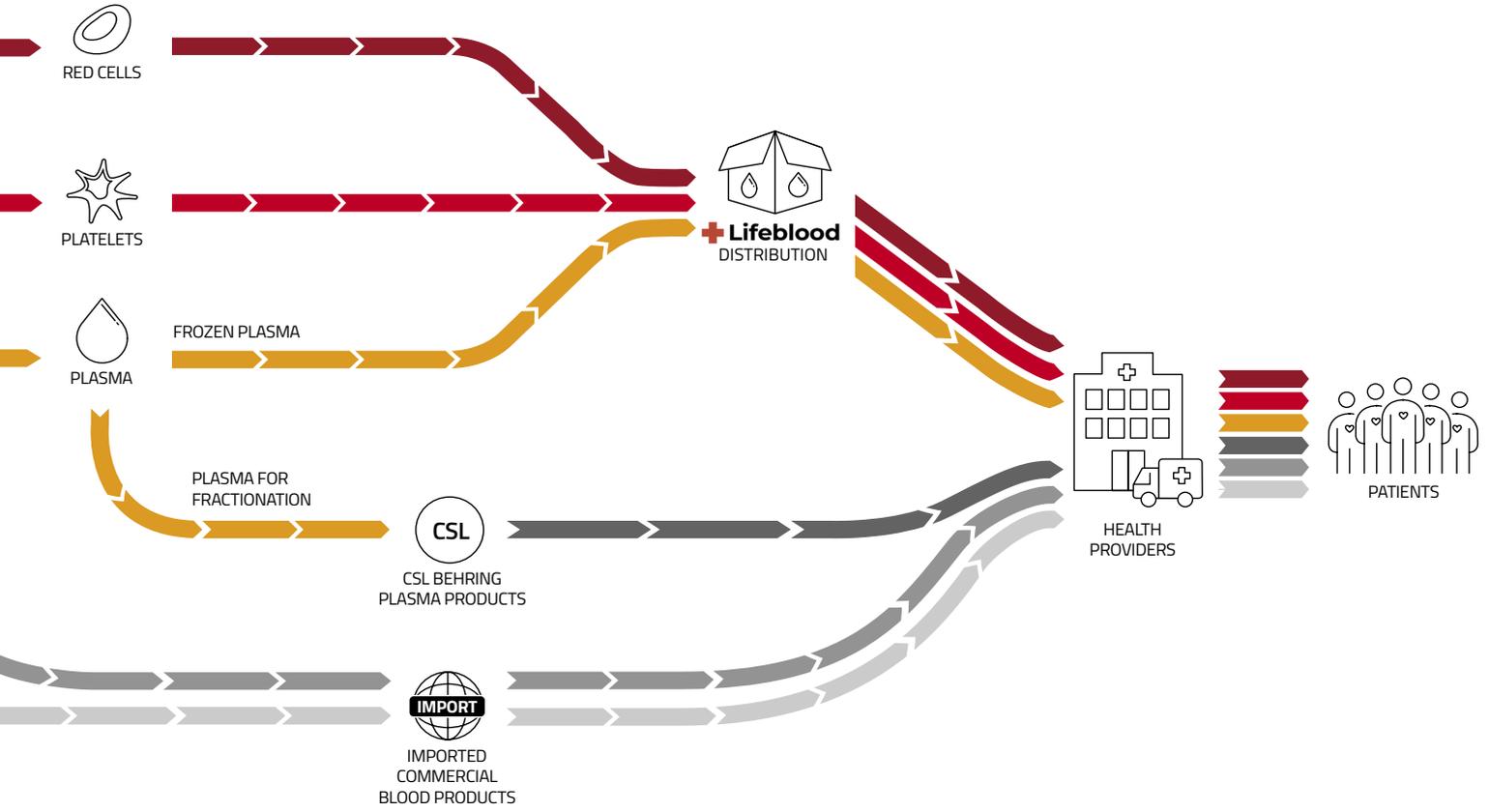
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OF BLOOD



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YEAR AT A GLANCE

SNAPSHOT OF THE BLOOD SECTOR IN 2021–22

DONATING

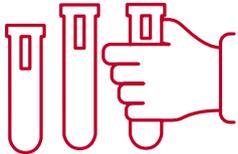


545,257 Total active donors

202,368 Number of plasmapheresis donors

1,563,598 Blood donations

COLLECTING AND PROCESSING



819 Tonnes of plasma collected

76 Fixed collection sites

5 Manufacturing and testing centres

18 Contracts managed by the NBA for the supply of products

ORDERING (BLOODNET)



205,517 Number of BloodNet orders

563 Average number of orders per day

2,521,824 Number of units received by BloodNet facilities

174 Laboratories interfaced with BloodNet

100% National uptake of BloodNet fate module

SUPPLYING



\$708.8m Fresh blood components

\$762.2m Plasma-derived and recombinant products

\$4.7m Diagnostic reagents

ISSUING



664,546 Units of red blood cells issued

140,883 Units of platelets issued

4,650,360 Grams of domestic Ig issued

3,400,653 Grams of imported Ig issued

MANAGING



7,397 Patients registered in ABDR

5.2 Average age (days) of red blood cells at issue

9,370 Discards of red blood cells

1,660 Guidelines and criteria publications distributed

744,462 Registered users of BloodSafe eLearning

TRANSFUSING



1,750 Patients receiving products for bleeding disorders

23,127 Patients receiving Ig products

1,212 Facilities issued blood in BloodNet

268,447 Unique visitors to NBA website

55 Products provided under the national blood arrangements

BUDGETING



\$1,468.0m Government funding for product supply

\$9.8m Operational funding

\$26.1m Savings to governments

\$712.4m Funding returned to governments over the past nine years

Introduction



As the Accountable Authority of the National Blood Authority (NBA), I am pleased to present the NBA 2022–23 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 2022–23 to 2025–26.

The planning environment for this Corporate Plan continues to reflect the significant uncertainties and risks arising from the COVID-19 pandemic. The effects of the pandemic continue to challenge supply chains, logistics and health systems more generally, including in relation to the supply of blood, blood products and blood services that are required to meet clinical needs. The NBA has responded to these pressures and must continue to remain agile to meet these challenges. This includes making adjustments to program activities and priorities identified in this Plan as and when necessary, reallocating resources as required, and working even more closely with all stakeholders, partners and suppliers to ensure Australia’s national blood arrangements are managed in the most effective and responsive way.

John Cahill
Chief Executive
August 2022

KEY ACHIEVEMENTS IN 2021–22

- ◆ Delivery of an uninterrupted supply that met clinical demand, with net savings from the annual supply plan and budget approved by governments of \$12.5 million.
- ◆ Close and effective partnership with suppliers of blood and blood products to manage national blood arrangements during COVID-19.
- ◆ No activation of the national Blood Supply Contingency Plan required.
- ◆ Governance arrangements for immunoglobulin that kept demand growth no greater than 7.4 per cent for the third consecutive year, compared with long-term annual growth of about 11 per cent.
- ◆ Managed approval by governments for Lifeblood to substantially increase the collection of domestic plasma for fractionation.
- ◆ Finalised procurement for a more secure and diverse supply of imported blood products.
- ◆ Enabled access to nationally funded immunoglobulin to treat COVID-19 vaccine-induced blood clotting.
- ◆ Red blood cell wastage reduced to 1.6 per cent in 2020–21, from 1.9 per cent in 2019–20.
- ◆ Research and Development funding awarded to seven research projects administered by six Australian research institutions.
- ◆ Access enabled to four new imported immunoglobulin products.
- ◆ Hemlibra (emicizumab) introduced to the national blood arrangements to support improved quality of life for patients with haemophilia A.

NATIONAL BLOOD AUTHORITY AUSTRALIA



OUR VISION

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

OUR PURPOSE

Improving patient outcomes



OUR 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

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 second edition 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
- ◆ relevant clinical practice guidelines
- ◆ 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.

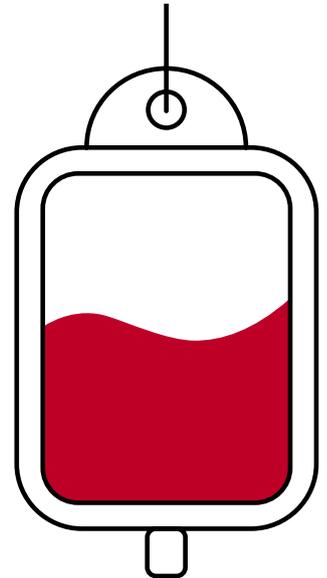
The primary policy objectives of the National Blood Agreement signed by Commonwealth, State and Territory governments are:

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



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
- 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

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



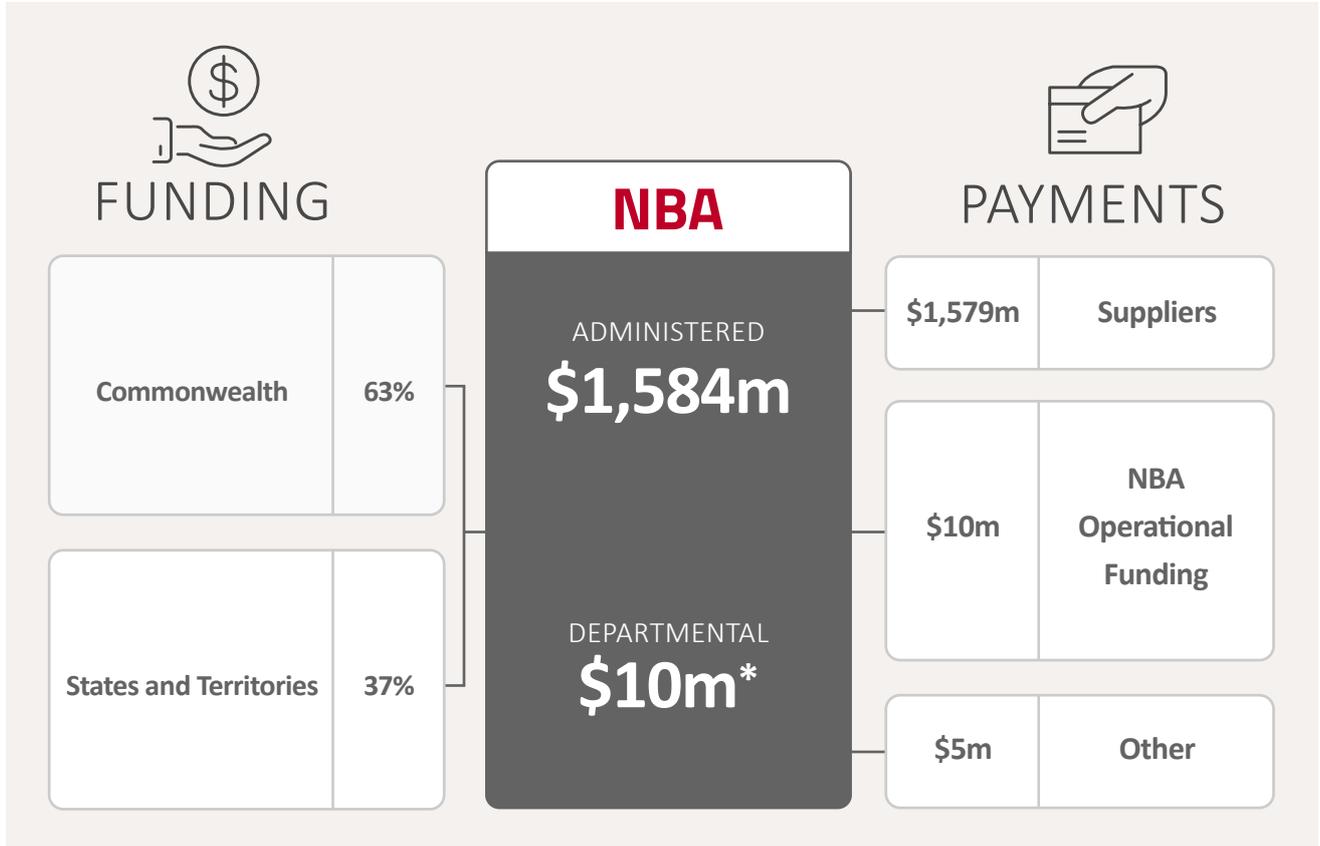
- NBA Business Plan
- NBA Risk Management Plan
- NBA Individual Performance Plans



OUR FUNDING

Australia's national blood 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%.

2022–23 FUNDING



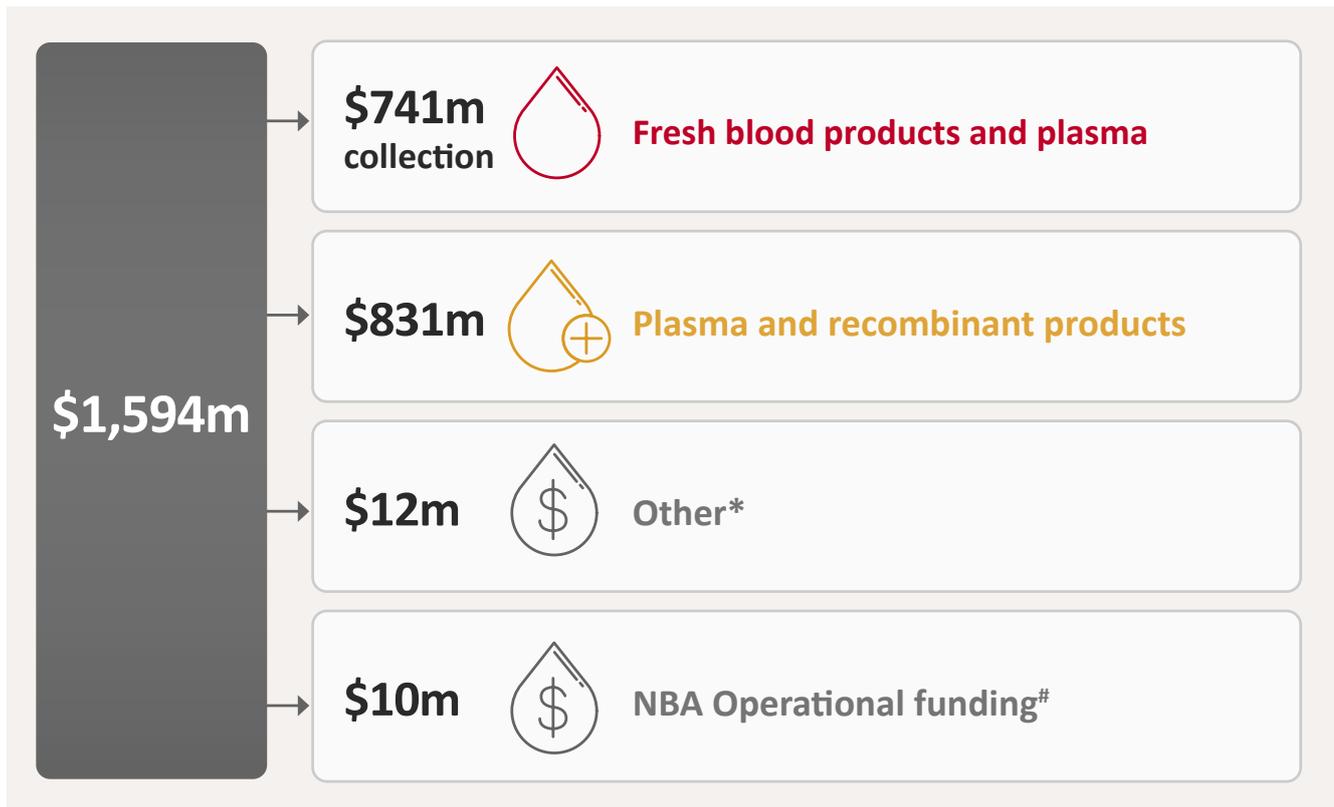
*Departmental \$10m is rounded.

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.

NSP&B 2022–23



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

Departmental \$10m is rounded.

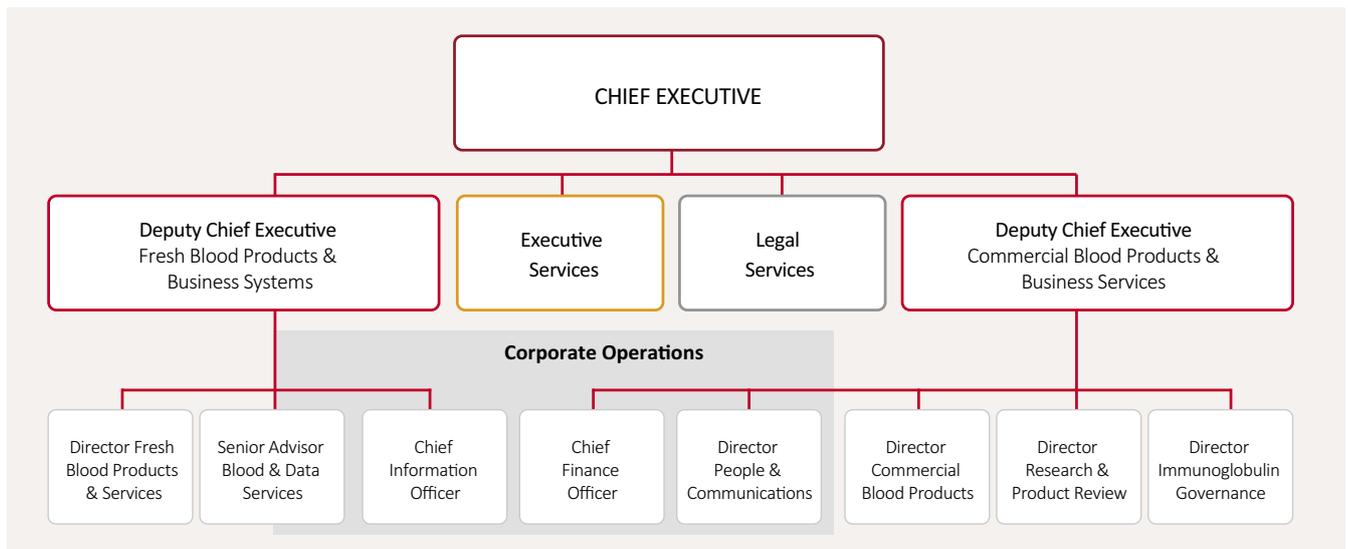
Operating Context

NBA ORGANISATIONAL STRUCTURE

The NBA is organised into two groups:

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

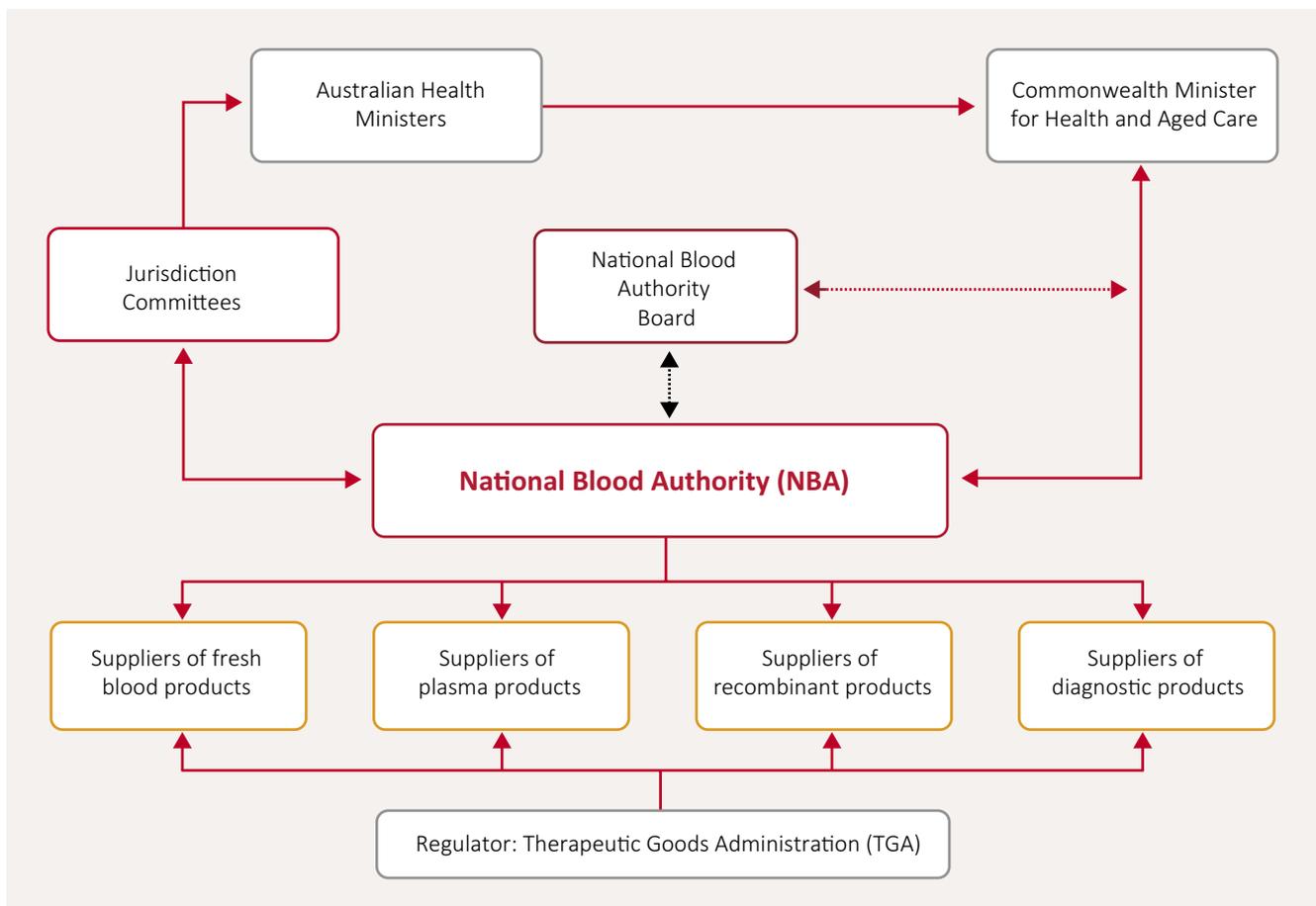
Both groups have program and business responsibilities and are led by a Deputy Chief Executive. The NBA Chief Executive (specified as the General Manager in the NBA Act) and Deputy Chief Executives are supported by a small Executive Office.



GOVERNANCE

BLOOD SECTOR GOVERNANCE

The key governing bodies in the Australian blood sector and their roles and relationships are summarised below. Revised inter-governmental committee arrangements are expected to be finalised by governments during 2022–23.



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.

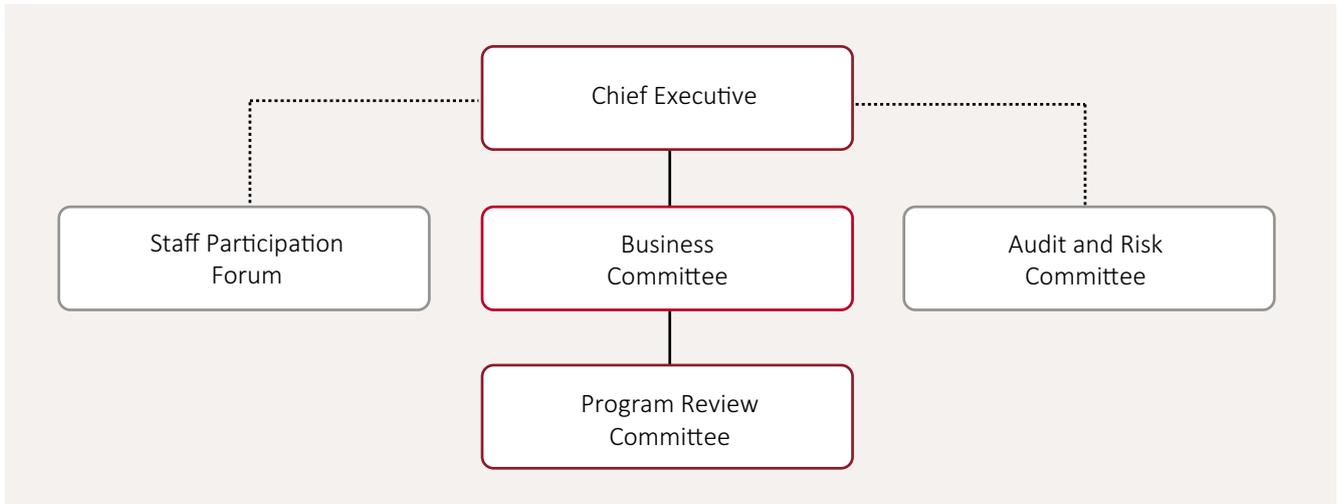
The Board usually meets quarterly to consider key issues facing the blood sector and the NBA as appropriate.

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 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.

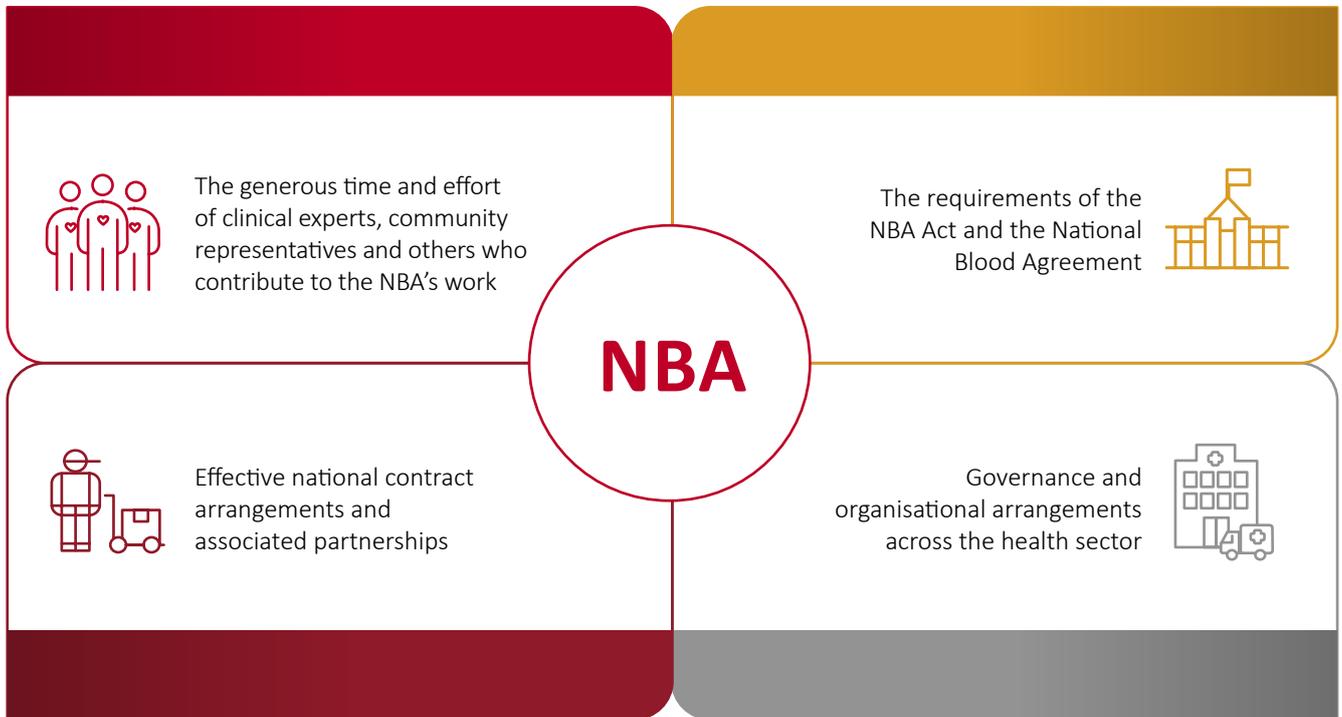
STAFF PARTICIPATION FORUM

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:



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. 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 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 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 continues to be overshadowed by the impact of the COVID-19 pandemic and issues arising from pandemic management and recovery. Whilst some impacts and issues are still emerging and evolving, many have informed the challenges and opportunities identified below for the future NBA work program.

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 and supply chain issues exacerbated by COVID-19
- ◆ Domestic supply chain logistics impacted by unforeseen events such as floods and bushfires
- ◆ Ongoing inventory and shelf life management issues due to variability in demand and COVID-19 related manufacturing disruptions
- ◆ 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
- ◆ 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 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. 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
- ◆ Reviewing opportunities to increase the products available under current contract arrangements
- ◆ Consideration of emerging products and therapies

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 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.
- ◆ 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 of improved access to quality data from NBA systems
- ◆ Finalise for the NBA Data Strategy 2022–27 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
- ◆ Revise its ICT Strategy, to focus on modernising the systems we provide, improving data quality and availability and improving how we exchange data with partners
- ◆ Modernise the NBA corporate environment to continue to enhance how we work following the migration to a Modern Desktop Environment (M365) in 2022
- ◆ 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
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 ◆ Media monitoring and research journal 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) ◆ National Blood Supply Contingency planning
Loss of confidence or reputation	<ul style="list-style-type: none"> ◆ Maintain engagement with jurisdictions, clinicians, patient representatives, 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 and simulations are now expected to be undertaken during 2023. 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.

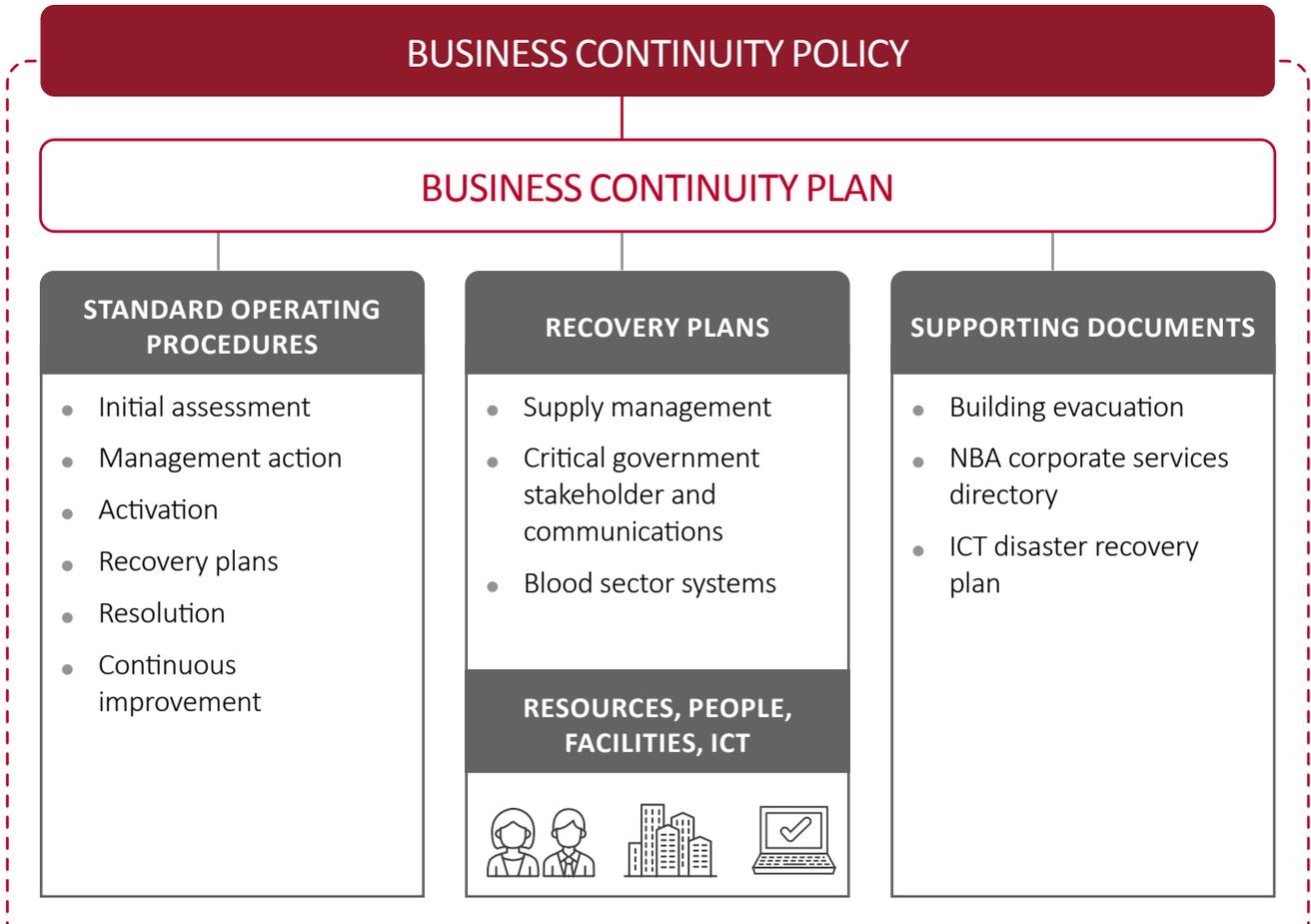
The NBA ensures that all NBA contracted suppliers of blood and blood products and services meet these standards as part of their contractual obligations. The NBA also monitors relevant international developments and trends.

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 **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 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
- ◆ 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 a new 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 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. 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.

CORPORATE MODERNISATION

Following the implementation of an 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 2022–23.

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

Activities

STRATEGY 1

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

2022–23	2023–24	2024–25	2025–26
Manage the Deed of Agreement with the Australian Red Cross Lifeblood (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 on 1 July 2025.	Implement and manage the new Deed of Agreement with Lifeblood from 1 July 2025.
Oversee 2022–23 National Supply Plan and Budget (NSP&B) and develop an NSP&B for 2023–24.	Oversee 2023–24 NSP&B and develop NSP&B for 2024–25.	Oversee 2024–24 NSP&B and develop NSP&B for 2025–26.	Oversee 2025–26 NSP&B and develop NSP&B for 2026–27.
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.	Manage and review contracts with commercial product suppliers to ensure adequate supply and value-for-money.
Undertake the mid-term review of the National Fractionation Agreement for Australia (NaFAA) contract with CSL Behring and implement findings.			
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.	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.
		Preliminary procurement activities to establish a new national fractionation agreement to commence from 1 January 2027.	Negotiate and begin transition to new national fractionation agreement to commence from 1 January 2027.

2022–23	2023–24	2024–25	2025–26
Manage the agreement and funding for the Australian Haemophilia Centre Directors' Organisation (AHCDO) and the management of the Australian Bleeding Disorders Registry (ABDR) and determine future arrangements.	Manage the agreement and funding for AHCDO and the management of the ABDR and determine future arrangements.	Review the agreement and funding for AHCDO and the management of the ABDR and negotiate a new agreement if required.	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.	Assess applications and implement approved funding for new or changed products and services.	Assess applications and implement approved funding for new or changed products and services.	Assess applications and implement approved funding for new or changed products and services.
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.
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.
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 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

2022–23	2023–24	2024–25	2025–26
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.
Continue pilot product utilisation reviews.	Consider future products for utilisation reviews.		
Implement the 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 a new ICT Strategy and commence implementation of it through the IDMS replacement project.	Continue implementing the ICT Strategy 2022–26 and roadmap.	Continue implementing the ICT Strategy 2022–26 and roadmap.	Complete implementation of the ICT Strategy 2022–26 and roadmap, and commence developing the next strategy and roadmap.
Commence planning the delivery of the IDMS replacement project and engage our industry partner.	Commence the build of the IDMS solution with our industry partner.	Handover IDMS project to Business as Usual to continue the management and support of the new capability.	Implementation of the new blood sector systems for our end users to benefit from an integrated and real time system to support the blood sector.
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.
In line with our corporate modernisation objectives, deliver a new NBA website.	Ongoing support and maintenance of the website.	Ongoing support and maintenance of the website.	Ongoing support and maintenance of the website.
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.

2022–23	2023–24	2024–25	2025–26
Support Lifeblood in progressing the BloodNet/ National Blood Management System (NBMS) Integration Project.	Support Lifeblood in finalising the BloodNet/ NBMS integration project.	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 fresh blood components, 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

2022–23	2023–24	2024–25	2025–26
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.
Implement the PBM Implementation Strategy.	Implement the PBM Implementation Strategy.	Develop a revised PBM Implementation Strategy.	Implement the PBM Implementation Strategy
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.
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.

2022–23	2023–24	2024–25	2025–26
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.
Manage and award research and development grants in a way that promotes improvements in the use of blood products.	Manage research and development grants in a way that promotes improvements in the use of blood products.	Manage research and development grants in a way that promotes improvements in the use of blood products.	Manage research and development grants in a way that promotes improvements in the use of blood products.
	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.	
Continue pilot product utilisation reviews.	Consider future schedule for utilisation reviews.		

KEY PERFORMANCE INDICATORS

- 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
 - changes to the Ig criteria are consistent with quality information, evidence and clinical advice
 - outcomes of scheduled utilisation reviews used to inform appropriate use.

STRATEGY 4

Support a sustainable blood sector

2022–23	2023–24	2024–25	2025–26
Implement the new Output Based Funding Model (OBFM) with Lifeblood from 1 July 2022.	Manage the new 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.
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.	

KEY PERFORMANCE INDICATORS

- ◆ New Output Based Funding Model in place
- ◆ Blood donor panel increased
- ◆ Advice provided to governments and others on blood supply and demand issues.

STRATEGY 5

Be a high performing organisation

2022–23	2023–24	2024–25	2025–26
Support a Commonwealth initiated review of the national blood arrangements to ensure they are modern and fit for purpose.	Implement outcomes of the reviews of the national blood arrangements.		
Modernise and refresh of NBA digital and business systems is commenced through implementation of the ICT Strategy and roadmap.	Implement 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 capabilities.	Update and progress NBA Digital capabilities.	Update and progress NBA Digital capabilities.	Update and progress NBA Digital 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.
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 AAls.	Manage and support advisory and governance committees and AAls.	Manage and support advisory and governance committees and AAls.
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.

2022–23	2023–24	2024–25	2025–26
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.
Implement Australian National Audit Office Recommendations from the Domestic Fractionated Blood Plasma Products Audit.			
Implement the NBA's communications strategy.	Implement the NBA's communications strategy.	Implement the NBA's communications strategy.	Implement the NBA's communications strategy.
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.

KEY PERFORMANCE INDICATORS

- ◆ National Supply Plan and Budget agreed by governments
- ◆ Governance and accountability processes streamlined and improved
- ◆ 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 2022–23	TARGET 2023–24	TARGET 2024–25	TARGET 2025–26
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	<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