THIS YEAR SEES US WELL UNDERWAY IN PROJECTS THAT WILL SEE SIGNIFICANT IMPROVEMENTS IN HOW WE DO BUSINESS AT THE BLOOD SERVICE AND BRING US CLOSER TO THE LEADING EDGE.

Over the next five years we will push for greater accuracy in predicting and meeting demand. We aim to improve our demand forecast accuracy and increase our Delivery in Full and On Time (DIFOT) from 94 per cent to a world-class 99 per cent.

PERFORMANCE

This year, we’ll continue our efforts to upgrade and improve our IT infrastructure to improve its reliability and efficiency. A key project is the completion of an upgrade to our core system, which will improve its dependability.

NETWORK

Over the next five years our goal is to have 75 per cent of our research result in changed business practices or learnings. We’ll achieve this by ensuring research initiatives align with business needs and increasing visibility of our research.

OUTCOMES
Welcome to the Blood Service’s business plan for 2015/16. This is the second business plan in support of our five-year strategic plan – *At the Leading Edge* – which clearly outlines our ambition to be at the leading edge of product and service delivery and business performance, and to be recognised as such both nationally and internationally.

A summary of the key projects and activities to support each of our strategic objectives that we will continue or commence in 2015/16 can be found at the front of the plan. This includes the targets we are pursuing this year for each of our strategic success measures.

**Some of our plans that are outlined in this document are:**

**Leading Edge Performance** – in 2015/16 we will be making further improvements to systems and processes that underpin our inventory management and daily delivery commitments to our hospital customers – with a view to increasing DIFOT to 97 per cent and our demand forecast accuracy to within four per cent. We will continue to drive further productivity improvements across our collection centres, in our production facilities and through our testing laboratories to again make significant strides toward our top quartile international benchmarking goals.

**Leading Edge Outcomes** – delivering great outcomes across all elements of our supply chain is paramount, and in 2015/16 we will be implementing major changes in this area. Our donors will really notice improved service performance as we make improvements within donor centres and begin implementing our Donor Relationships Management System. We aim to increase our collection efficiency to 88 per cent while increasing the engagement, safety and satisfaction of our committed blood donors. At the other end of our supply chain, we will continue to improve patient outcomes through our extensive patient blood management program and improving education provided to transfusion patients.

**A Leading Edge National Network** – we will continue to improve the capacity utilisation and effectiveness of our entire network, including the continued implementation of our blood collection site strategy that will increase our capacity utilisation to 39 per cent within 12 months. Transformation of our information technology network continues in earnest, with a significant upgrade and revised technical support model for our National Blood Management System. We also continue to grow our support to the Australian health sector more broadly through the evaluation of a Human Milk Bank Pilot and an ambitious external services revenue target of $1.8 million.

As always, our Research and Development (R&D) program drives continuous improvement and innovation in everything we do and in the middle of this plan you can see how every element of our supply chain is supported by a refreshed and reinvigorated R&D program. Key R&D projects that will support the organisation in meeting its strategic goals are also included under each of our 18 objectives.

I look forward to reporting on our positive progress over the next 12 months.

Jennifer Williams
Chief Executive
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<th>STRATEGIC INITIATIVES</th>
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</table>
| 01. BETTER MATCHING OF SUPPLY TO DEMAND | A. We will increase delivery in full and on time (DIFOT) for all products from 94% to 99% – world-class performance. | 97% | • BloodNet integration  
• Proof of Delivery Review |
| | B. We will improve our demand forecast accuracy for all products to have a variance of less than 2% (from a current range of 5%). | ± 4% | |
| 02. REDUCTION IN WASTE AND DUPLICATION | A. We will use our influence to increase the proportion of hospitals that have adopted the National Inventory Management Framework to meet targets set by the National Blood Authority. | 100% (of government set target) | • National Inventory Framework and Service Standards  
• Immunoglobulin Governance |
| 03. INCREASED SAVINGS AND PERFORMANCE THROUGH PROCUREMENT | A. We will increase our total planned procurement savings by more than $7 million over five years. | $1.9 M | • Apheresis platforms project  
• New Deed of Agreement and Blood Shield Legislation and the National Managed Fund |
| 04. LEANER PRODUCTION | A. We will increase collections productivity (weighted collections per Full Time Employees (FTE)) to the top quartile of international performance. | 1,320 per FTE | • Donor Services productivity program (study)  
• Donor Services workforce planning project (phase two)  
• Review of plasma for fractionation value stream  
• One-Touch Test Tubes Laboratory Automation  
• Triple Platelets Readiness |
| | B. We will increase processing productivity (components per FTE) to the top quartile of international performance. | 13,000 per FTE | |
| | C. We will increase testing productivity (test per FTE) to the top quartile of international performance. | 18,200 per FTE | |
| 05. RISK AND COST REDUCTION THROUGH TECHNOLOGY | A. We will reduce externally notified labelling errors to zero. | <30 | • Vision Inspection System  
• RFID: Plasma to CSL |
| | B. We will improve consignment accuracy to 99.3% over five years. | 99.4% | |
| 06. BETTER CORPORATE DECISION MAKING | A. We will reduce our corporate services expenditure from 17.4% to <15% to be at the national benchmark. | 16% | • ABO Working Group – new cost model app  
• Medical Services workforce efficiency process improvements project |
| | B. We will increase our score for decision making in the Employee Engagement Survey to be within the top quartile of national benchmarks. | Improve | |
### LEADING EDGE OUTCOMES

#### STRATEGIC OBJECTIVE | MEASURE | TARGET 2015/16 | STRATEGIC INITIATIVES
---|---|---|---
**07. VALUED, HAPPY AND HEALTHY DONORS** | A. We will increase the average *donor attribute score* across all panels. | Improve | • Donor Iron Strategy  
• Donor Relationship Management
B. We will increase *collection efficiency* from 86.2% to more than 90% to be a top performer internationally. | >88% |

**08. BETTER PATIENT OUTCOMES THROUGH IMPROVED CLINICAL PRACTICE** | A. We will maintain consistent engagement in national patient blood management and clinical improvement initiatives. | Consistent engagement | • Patient Blood Management program  
• Vein to Vein Education of Patients

**09. IMPROVED RISK-BASED DECISION MAKING** | A. Our risk-based decision making framework will be accepted and applied to safety decisions within the Blood Service. | Framework implemented | • Implementation of the risk-based decision making model

**10. NATIONALLY CONSISTENT AND RELIABLE PRODUCT AND SERVICE OFFERINGS** | A. We will keep our annual residual risk estimates for viral transfusion-transmissible infections within acceptable control limits and international comparators for five years. | Within acceptable control limits | • IVD compliance project (phase five)  
• Laboratory Information Management System  
• Review the process of materials Management
B. We will keep the number of process failure recalls below 0.65 per 10,000 for five years. | ≤0.65 |

**11. BUSINESS OUTCOMES THROUGH RESEARCH** | A. We will increase the percentage of research projects that are translated into changed business practice or learnings to 75% over five years. | >55% | • Research and Development Program

**12. BETTER CORPORATE DECISION MAKING** | A. We will increase our Employee Engagement Survey engagement result to be within the top quartile nationally. | 2% increase | • Diversity program  
• Centralised recruitment
<table>
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| 13. GREATER CONTRIBUTION OUTSIDE BLOOD | A. We will establish a minimum of three sustainable new business lines over five years. | 1 | • WA Rotary Cord Blood Bank  
• Human Milk Banking – pilot  
• Donor Tissue Bank of Victoria management contract |
| 14. MORE COLLABORATIVE RESEARCH OUTPUT | A. We will increase the number of articles published in peer-reviewed journals that are jointly authored by the Blood Service and external collaborators. | ≥20 | • Implementation of frozen blood products |
| 15. ASSISTANCE TO DEVELOPING COUNTRIES | A. We will maintain engagement in international blood projects for five years. | Consistent engagement | • Cambodian Blood Service project  
• Indonesian quality management project |
| 16. AN IDEALLY DISTRIBUTED COLLECTION NETWORK | A. We will increase our collection network capacity utilisation from 35.2% to 50% over five years. | 39% | • Collection site strategy  
• Collections management capability review and development |
| 17. LESS COMPLEX BUT MORE RELIABLE IT AND DATA NETWORK | A. We will ensure our critical systems (for which monitoring is in place) will always meet agreed availability targets. | Meet availability targets | • National Blood Management System semester patch  
• National Blood Management System future state initiative  
• Security improvement program |
| 18. HIGHLY COMPETITIVE AND GROWING EXTERNAL SERVICES | A. We will increase our external services revenue from $1.35 million per annum to more than $5 million per annum over five years. | $1.8m | • Management of business development activity  
• Tissue Typing Costing Model |
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OUR VISION

To improve the lives of patients through the power of humanity.

This expresses the belief that unifies everyone at the Blood Service: that improving the lives of patients brings us together as one organisation. In short, ‘one organisation, one direction’.

OUR MISSION

To perform a critical role in healthcare by providing a safe, secure and cost-effective supply of quality blood products, essential services and leading edge research to meet the needs of patients.

OUR VALUES

Our values set out how we will behave in the pursuit of our vision, mission and strategic objectives.

INTEGRITY

COLLABORATION

SERVICE

SAFETY AND QUALITY

ACCOUNTABILITY

EXCELLENCE
AT THE LEADING EDGE IS

BENCHMARKING AGAINST THE BEST

In order to be considered at the leading edge we have success measures and targets that allow us to directly compare the efficiency and effectiveness of our business against high-performing blood services around the world.

DRIVING CHANGE THROUGH PARTNERSHIPS

We work within a complex blood and health sector with shared responsibilities for delivering healthcare to Australian patients. We can only pursue business and sector reform through partnership arrangements with our customers, with governments and with the clinical and broader health community. The pursuit of shared outcomes will shape our performance and that of the sector more broadly.

DRIVING PERFORMANCE THROUGH OUR PEOPLE AND CULTURE

To be at the leading edge we need to provide our staff with the right systems and support so they can be at their most productive and help deliver our ambitious targets. This will include ensuring our internal processes are lean and agile so our entire workforce can perform at their best.
LEADING EDGE PERFORMANCE

To be at the leading edge of performance we will make the best use of taxpayer funding by delivering lean operations and a more efficient blood sector.
**STRATEGIC OBJECTIVE**

**BETTER MATCHING OF SUPPLY TO DEMAND**

**MEASURE**

A. We will increase delivery in full and on time (DIFOT) for all products from 94% to 99% – world-class performance.

**TARGET**

97%

**MEASURE**

B. We will improve our demand forecast accuracy for all products to have a variance of less than 2% (from a current range of 5%).

**TARGET**

± 4%

1.1 **BloodNet integration**

BloodNet is a web-based ordering and receipting system used by health providers and operated by the National Blood Authority (NBA). This initiative will connect the BloodNet system and the Blood Service’s National Blood Management System (NBMS) to provide a more efficient method for delivery of health provider orders from BloodNet to NBMS. It will also see the development of report and data sharing capabilities between the NBA, BloodNet and Blood Service systems.

**CORE BENEFIT:** CONTRIBUTION TO DIFOT FOR ALL PRODUCTS THROUGH A REDUCTION IN ORDER TRANSCRIPTION ERRORS.

**2015/16 DELIVERABLES**

- Complete vendor quotations, and
- Develop a full business proposal for execution.

1.2 **Proof of delivery review**

This initiative is to undertake a feasibility study for a proof of delivery and tracking solution for blood which provides functionality to track deliveries across the supply chain and enables formal receipt of delivery by the customer. The solution is to be integrated into the existing Consignment Management System.

**CORE BENEFIT:** VISIBILITY OF PRODUCT THROUGH THE SUPPLY CHAIN AND IMPROVED ACCURACY OF DELIVERY IN FULL AND ON TIME CALCULATIONS.

**2015/16 DELIVERABLES**

- Develop process workflows and user requirements, and
- Complete a high level IS solution design and business proposal.
1.3 Improving the flexibility of the donor panel

Repeat donors are highly valued by the Blood Service, as they are engaged and give a safe, well-characterised product. Retaining existing donors is more cost-effective than recruiting new donors. This project involves developing and testing materials to encourage flexibility in existing donors’ donation types.

CORE BENEFIT: A RESPONSIVE DONOR PANEL, FLEXIBLE IN THE DONATION TYPE GIVEN, TO MEET BLOOD SERVICE INVENTORY DEMAND.

2015/16 DELIVERABLES

- Complete the study design, incorporating outcomes from the plasma study, and
- Make available materials for intervention study commencing in Q1 16/17.

1.4 Safety of thawed group A plasma for emergency use

To conserve the supply of group AB Fresh Frozen Plasma (FFP), provision of group A FFP is considered to be a reasonable alternative in an emergency setting where the patient’s blood group is unknown. Once the patient’s blood group is known, it is then appropriate to provide group specific FFP. The aim of this study is to liaise with clinicians who currently follow this practice, to analyse outcomes of transfusion with group A FFP in this setting and to develop a publication of this experience.

CORE BENEFIT: IMPROVED AVAILABILITY OF GROUP AB PLASMA.

2015/16 DELIVERABLES

- Provide a preliminary report to the business, and
- Complete report on use of group A FFP in an emergency setting.
2.1 National Inventory Framework and Service Standards (NIFSS)

The National Inventory Management Framework project is a collaboration between the Blood Service and the NBA and aims to better define the processes and guidelines for effective health provider red cell and platelet inventory management. This project will inform a set of National Service Requirements which outline the operational arrangements between the NBA, the Blood Service and customers for the efficient, timely and effective provision of blood, blood products and services.

**CORE BENEFIT:** OPTIMISATION OF RED BLOOD CELL AND PLATELET INVENTORY ACROSS THE SECTOR TO PROVIDE FOR PATIENT NEEDS, MAINTAIN SECURITY OF SUPPLY AND MINIMISE PRODUCT WASTAGE.

2015/16 DELIVERABLES

- Complete the platelet proof of concept, analyse results and produce a report, and
- Complete the pilot for a platelet replenishment model.

2.2 Immunoglobulin governance (Ig)

This project supports the National Immunoglobulin Governance Projects currently being undertaken by the NBA. It also seeks to make improvements to the way the Blood Service manages Ig products with our customers so that we continue to provide the best possible service into the future.

**CORE BENEFIT:** IMPROVED MANAGEMENT OF IG PRODUCTS.

2015/16 DELIVERABLES

- Support the implementation of the NBA’s Ig system
- Implement a national model for centralisation of customer Ig orders, and
- Plan for the implementation of Intragam 10NF.
2.3 Fresh-frozen plasma and cryoprecipitate shelf life

The Blood Service currently manufactures FFP and cryoprecipitate with a shelf-life of 12 months. The Council of Europe guidelines state that plasma can be stored frozen for 36 months. This project will compare the quality of FFP and cryoprecipitate after storage at -30°C for 24 and 36 months with plasma stored for 12 months (current shelf-life).

**Core Benefit:** REDUCTION IN WASTAGE AND IMPROVED INVENTORY MANAGEMENT.

**2015/16 Deliverables**

- Provide a report with data on post-thaw shelf-life of cryoprecipitate, and
- Provide an interim report to the business with expiry data for cryoprecipitate and FFP stored for 12 months.
### 3.1 Apheresis platforms project

National supply agreements for plasma and plateletpheresis collection platforms expire in June 2016. The purpose of this project is to evaluate and select apheresis collection systems for future use.

**CORE BENEFIT:** SECURITY OF SUPPLY OF APHERESIS PLATFORMS AND POTENTIAL FOR COST SAVINGS.

**2015/16 DELIVERABLES**

- Negotiate contract extensions as applicable for terms commencing in July 2015, and
- Appraise the Euro Apheresis tender outcome and opportunities for plateletpheresis.

### 3.2 New Deed of Agreement, Blood Shield Legislation and the National Managed Fund

The Deed of Agreement safeguards the management and supply of fresh blood products and services in Australia. It secures a collaborative relationship between the Australian Red Cross Society and the NBA, ensuring cooperative planning and transparency of outcomes. In 2015/16, the Blood Service will continue to work to advance negotiations for the development of a new, longer-term Deed of Agreement with the NBA, Red Cross and governments, subsequent to the completion of the review of the Blood Shield Legislation and the National Managed Fund.

**CORE BENEFIT:** CONTRACT IN PLACE WITH CLEAR ACCOUNTABILITIES AND PARTNERSHIPS.

**2015/16 DELIVERABLES**

- Continue to progress the National Service Requirements and Standards – Phase II
- Commence discussions on third cycle of Output-Based Funding Model, and
- Continue the discussions on the Substitution and Payment Rules.

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**MEASURE**

A. We will increase our total planned procurement savings by more than $7 million over five years.

**TARGET**

$1.9m
3.3 New plasmapheresis system study

The contract for the Blood Service’s current plasmapheresis systems expires at the end of 2015/16. There are a number of new systems available that meet the Blood Service’s requirements for mid-point saline and end-point saline. An evaluation is required to determine if these new plasmapheresis systems would provide improvement in efficacy and quality of plasma collected for clinical use and fractionation compared with the current systems.

CORE BENEFIT: INFORMED DECISION MAKING FOR THE PURCHASING OF EFFICIENT AND EFFECTIVE PLASMAPHERESIS SYSTEMS.

2015/16 DELIVERABLES

- Deliver a report providing data on quality and efficacy of new plasmapheresis systems.

Other supporting activities are:

- Automated Testing System Tenders Project.
4.1 Donor Services productivity program (study)

International blood service benchmarking reviews have highlighted opportunities to improve our collection productivity position. Donor Services will undertake a review and focus on a variety of aspects impacting productivity and efficiency, and develop an implementation plan that highlights and addresses the opportunities outlined.

**CORE BENEFIT:** IMPROVED COLLECTIONS PRODUCTIVITY.

**2015/16 DELIVERABLES**

- Plan for collection allocations
- Cultivate a lean culture in the division
- Generate user-friendly reports for Collection Services, and
- Facilitate effective rostering and scheduling.

4.2 Donor Services workforce planning project (phase two)

The workforce planning project will continue to improve our ability to respond to change and grow the alignment between skills and roles in Donor Services. This has been partially achieved through the roll-out of further training for Donor Services Nursing Assistants (DSNA) to extend their scope.

**CORE BENEFIT:** IMPROVED COLLECTIONS PRODUCTIVITY.

**2015/16 DELIVERABLES**

- Consolidate the implementation of DSNA amended scope training, and
- Coordinate professional development for the Collection Services workforce.
4.3 Triple platelet readiness
This initiative will explore triple platelet collection feasibility with the aim to ultimately improve cost per collection. In anticipation of triple platelet introduction, we will look at the maturity of the current operating model to determine: predicted triple dose yield of the panel, appetite of the current panel to donate triples, impact on operations, training plan, communications and the marketing strategy.

**CORE BENEFIT:** DELIVERY OF FEASIBILITY OPTIONS AND RECOMMENDATIONS.

**2015/16 DELIVERABLES**

- Draft initiation report
- Undertake analysis, and
- Deliver final report.

4.4 Review of plasma for fractionation value stream
We will analyse the extended plasma for fractionation value stream to identify future opportunities to reduce the cost of collection and manufacturing, improve production efficiency and quality, and enhance capacity to meet future growth in demand for plasma products. This review affords an opportunity to assess best practice and will inform upcoming tenders, equipment upgrades and process redesign for improved efficiency.

**CORE BENEFIT:** DELIVERY OF FEASIBILITY OPTIONS AND PROCESS RE-ENGINEERING RECOMMENDATIONS, WITH A LONG-TERM VIEW TO REDUCE THE COST OF PLASMA FOR FRACTIONATION.

**2015/16 DELIVERABLES**

- Create a value stream map of plasma for fractionation supply chain
- Provide a future state recommendation paper, and
- Submit a business proposal for plasma value stream re-engineering project.

4.5 One Touch Test Tubes – Laboratory Automation
We will engage a process improvement expert and a lean practitioner to redesign the flow of test tubes in the testing laboratories and conduct a feasibility study expanding on the current utilisation of laboratory automation, including: potential additional automated sample handling instrumentation, infrastructure (lab and IS) requirements and cost implications of implementation.

**CORE BENEFIT:** IMPROVED TESTING PRODUCTIVITY.

**2015/16 DELIVERABLES**

- Develop current ‘as is’ process maps for flow of test tubes through the laboratories, and
- Complete a business proposal for tender and/or implementation of a laboratory automation solution.
4.6 Automated washing of stored red blood cells

Washing of red blood cells is performed to deplete materials that accumulate during storage and may be detrimental to the recipient. Washing is recommended particularly for patients who have a history of plasma-related reactions and also for IgA-deficient recipients when IgA-deficient donor units are unavailable. This project aims to determine whether automated washing produces components that are of an equivalent standard to the current manual washing process.

**CORE BENEFIT:** IMPROVED SAFETY AND AN EFFICIENT NATIONAL STANDARD METHOD FOR WASHING RED CELLS.

**2015/16 DELIVERABLES**

- Provide a report evaluating automated versus standard red cell washing, and
- Transfer the technology to Manufacturing, provided feasibility is confirmed.
5.1 Vision Inspection System (VIS)

Vision systems will be implemented at the label release locations within each processing department. These systems will use the same technology that has been deployed in the irradiation area with some minor modifications to reflect the task at label release.

**CORE BENEFIT:** REDUCTION IN EXTERNALLY NOTIFIED LABELLING ERRORS.

**2015/16 DELIVERABLES**

- Approve a network solution
- Implement VIS for red cell and clinical plasma label verification, and
- Create centralised VIS reporting.

5.2 Radio Frequency Identification (RFID)

RFID is a wireless non-contactable technology used to identify and track assets or products. It is increasingly being used to drive time and accuracy efficiency in the manufacturing and health industries. The initiative is to develop a proof of concept for RFID technology, with aims to test at a major processing centre in 2016/17.

**CORE BENEFIT:** IMPROVED CONSIGNMENT ACCURACY OF PLASMA QUANTITIES SHIPPED TO CSL BEHRING AND IMPROVED PROCESSING EFFICIENCY.

**2015/16 DELIVERABLES**

- Process map all operational conditions to accommodate RFID, and
- Design the proof of concept.
5.3 Automated testing for infectious diseases

An international tender for Blood Service automated testing platforms is scheduled to be placed in 2016/17. R&D expertise will be provided to assist in the analysis of technologies available for use.

**CORE BENEFIT:** INDEPENDENT TECHNOLOGY ASSESSMENT PROVIDED TO THE BLOOD SERVICE TO FACILITATE DECISION MAKING AT THE TIME OF PROCUREMENT.

2015/16 DELIVERABLES

- Provide relevant R&D expertise in testing technologies as required by Manufacturing.

5.4 Build capacity to match rare blood groups using genetic sequencing

New genotyping technology platforms allow testing for a large number of blood groups at the same time. However, the entire range of blood group diversity is not covered. We need to explore options for extended blood donor genotyping so that we can continue to provide appropriately matched blood, particularly because the Australian population is becoming increasingly diverse.

**CORE BENEFIT:** PROVISION OF APPROPRIATELY MATCHED BLOOD FOR AUSTRALIA’S INCREASINGLY DIVERSE POPULATION.

2015/16 DELIVERABLES

- We will build capacity for detection and study of blood group antigens which are not included in the current genotyping platforms.

Other supporting activities are:

- **$** myTime (People Systems Project phase two)
- **$** Payroll process improvement
- **$** myDetails – (People Systems Project), and
- **$** Imprest for consumables.
ABO Working Group – New cost model app

A commitment has been made to the Alliance of Blood Operators (ABO) Chief Executive, that the Cost Model Working Group (CMWG) will develop a sustainable and cost effective model that better enables sharing, comparing and reporting of product costing information. This will provide improved insight into key cost drivers and reported metrics for members.

**CORE BENEFIT:** STABLE APPLICATION FOR THE SHARING OF ABO COST INFORMATION AND ABILITY TO BENCHMARK INTERNAL COST DRIVERS.

**2015/16 DELIVERABLES**

- Select, develop and customise the selected application, and
- Go live.

Medical Services workforce efficiency process improvements project

This project will ensure that all Medical Services activities add value in the most cost-effective way and provide a nationally consistent and appropriate service to internal and external stakeholders. It will incorporate a review of select Medical Services systems and processes and the way we use our people.

**CORE BENEFIT:** MORE EFFICIENT MEDICAL SERVICES DECISION MAKING.

**2015/16 DELIVERABLES**

- Review and implement changes relating to management of apheresis results and adverse transfusion reaction management, and
- Examine and apply changes relating to donor counselling.
6.3 R&D translation strategy

There are several avenues for reporting outcomes of R&D projects to the Blood Service, which can lead to duplication of effort and inefficiencies. The aim of this project is to optimise reporting of project outcomes to ensure they are captured, evaluated, and translation is tracked by the business to facilitate decision making.

**CORE BENEFIT:** IMPROVED CORPORATE DECISION MAKING.

**2015/16 DELIVERABLES**

- Develop a feedback report on the effectiveness of the R&D translation strategy, and
- Enhance R&D translation strategy.
To deliver leading edge outcomes we will produce products and services that are fit-for-purpose and meet stakeholder and customer needs.
STRATEGIC OBJECTIVE
VALUED, HAPPY AND HEALTHY DONORS

7.1 Donor Iron Strategy (DIS)

While blood donation is a very safe process, the Blood Service will be working to implement high level strategic recommendations to mitigate the risks associated with donation-related iron loss.

**CORE BENEFIT:** MITIGATION OF RISKS ASSOCIATED WITH DONATION-RELATED IRON LOSS.

**2015/16 DELIVERABLES**

- Complete the DIS studies and deliver a final analysis
- Continue previously agreed DIS initiatives, and
- Provide support across divisional projects that are aligned with the DIS.

7.2 Donor Relationship Management (DRM)

Following a detailed review of the donor experience, the need to better support the way in which the Blood Service engages with donors was identified as a key improvement, with a DRM identified as a suitable solution.

**CORE BENEFIT:** REDUCTION IN DONOR WAIT TIMES AND IMPROVED DONOR RETENTION.

**2015/16 DELIVERABLES**

- Negotiate contract with implementation partner, and
- Commence phase one of the project.

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**MEASURE**

A. We will increase the average ‘donor attribute score’ across all panels.

**TARGET**

Improve

**MEASURE**

B. We will increase collection efficiency from 86.2% to more than 90% to be a top performer internationally.

**TARGET**

>88%
### 7.3 Longer term health outcomes of plasmapheresis donors

Some blood donors have now given more than 1,000 plasma donations. Blood Service records will be evaluated to identify any emerging health trends. In addition, we propose a large scale data linkage project to link Blood Service data to health data from the 45 and Up study. The first stage of the study is a feasibility study to determine if data within the 45 and Up study can be used to answer questions relating to the long-term health of plasmapheresis donors.

**CORE BENEFIT:** SUSTAINABILITY OF THE PLASMAPHERESIS PANEL.

**2015/16 DELIVERABLES**

- Review Blood Service internal data
- Gain ethics approval for large scale data linkage, and
- Complete linkage study feasibility.

### 7.4 Muscle tension interventions trial

The most common donor adverse events are vasovagal reactions where there are symptoms such as dizziness, faintness, light-headedness and/or nausea. This project aims to increase blood donors’ adherence to applied muscle tension exercises during blood donation to aid in the prevention and treatment of adverse events. This will be achieved through a randomised controlled trial using various communication methods to teach donors techniques that can be applied during blood donation.

**CORE BENEFIT:** REDUCTION IN THE INCIDENCE OF DONOR VASOVAGAL EVENTS.

**Other supporting activities are:**

- National Contact Centre (NCC) future state, and
- Donor acquisition channel review.

**2015/16 DELIVERABLES**

- Complete data collections from the trial, and
- Develop a report of trial outcomes and business implementation recommendations.
08. STRATEGIC OBJECTIVE
BETTER PATIENT OUTCOMES THROUGH IMPROVED CLINICAL PRACTICE

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<tr>
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<td>A. We will maintain consistent engagement in national patient blood management and clinical improvement initiatives.</td>
<td>Consistent engagement</td>
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## 8.1 Patient Blood Management (PBM) program

PBM uses evidence-based practices to better manage blood for patients to improve their outcome. The Blood Service will continue to provide a supporting role in patient care through the development and delivery of PBM resources and transfusion medicine clinical advice. By working in partnership with the NBA and other stakeholders, we will avoid duplication of effort and ensure our resources add value to the broader blood sector.

### CORE BENEFIT: IMPROVED TRANSFUSION OUTCOMES.

### 2015/16 DELIVERABLES

- Deliver the Transfusion Education program for 2015/16–2016/17
- Develop and implement a phenotype calculator, and
- Conduct a Blood Service Fellows Clinical Practice Improvement initiative

## 8.2 Vein-to-vein education for patients

This initiative will redevelop the Blood Service’s patient information website, mytransfusion.com.au. It will incorporate further development of patient information resources for component therapy options, the blood transfusion process and patient blood management principles. These resources aim to enhance the understanding and knowledge of patients and Blood Service personnel who do not have a health background.

### CORE BENEFIT: IMPROVED PATIENT UNDERSTANDING OF THE BLOOD TRANSFUSION PROCESS.

### 2015/16 DELIVERABLES

- Delivery of revised mytransfusion.com.au
8.3 Allogeneic serum eye drops trial

At the Blood Service, serum eye drops for patients with severe dry eye syndrome are currently manufactured from the patient’s own serum. There is an increase in the number of referrals for this product and an increasing number of patients who are not able to provide their own blood for the eye drops. An alternative is to produce allogeneic serum eye drops, which are prepared from serum provided by another donor. This study will examine the safety and efficacy of allogeneic eye drops.

**CORE BENEFIT:** IMPROVE PATIENT ACCESS TO A SAFE, ALTERNATE PRODUCT AND IMPROVE EFFICIENCY OF THE MANUFACTURING PROCESS FOR SERUM EYE DROPS.

**2015/16 DELIVERABLES**

- Develop study protocol with ethics approval, and
- Complete an enrolment and clinical study report due 2016/17.

**Other supporting activities are:**

- Blood basics eLearning packages, and
- Implementation of Non-Invasive Pre-Natal Analysis testing for RhD into Manufacturing.
9.1 Implementation of the risk-based decision making model

The international Alliance of Blood Operators is developing a risk-based decision making framework which will help all blood sector stakeholders to make blood safety decisions that balance risk, cost and benefits from ‘vein to vein’. The Blood Service participated in the development of the framework and will now implement it internally to provide support for the roll-out of the framework to external stakeholders.

**CORE BENEFIT:** RISK-BASED DECISION MAKING FRAMEWORK IS USED FOR BUSINESS DECISIONS.

**2015/16 DELIVERABLES**

- Implement the framework within the Blood Service
- Apply the framework to at least one significant internal safety-related decision
- Promote the application of the framework to external stakeholders, and
- Provide support to participating blood services.

9.2 First appointment plasmapheresis donation feasibility study

Blood Service policy requires that donors give at least one whole blood donation before entering the plasmapheresis program. The rationale is to minimise vasovagal reactions, consequent donor drop-outs and deferrals. Consequently, little data exists regarding the safety of first-appointment plasma donation. The aim of this research is to determine the safety, feasibility and impact of first-appointment plasma donation for Australians over the age of 30.

**CORE BENEFIT:** INCREASE IN PLASMA COLLECTIONS.

**2015/16 DELIVERABLES**

- Complete a pilot study
- Develop statistical and research protocol, and
- Commence a large scale study.
9.3 Hepatitis E and the Australian blood supply risk review

Hepatitis E virus (HEV) is a major cause of water-borne hepatitis outbreaks in developing countries as well as a major contributor to acute hepatitis in industrialised nations. Several reports of transfusion transmitted HEV have highlighted the significant risk that this pathogen may pose to transfusion safety. This project will determine if Australian blood donors have been exposed to HEV, determine if HEV poses a significant risk to the safety to our blood supply and determine if current guidelines and donor selection procedures adequately manage any potential risk posed by HEV.

CORE BENEFIT: IMPROVED RISK-BASED DECISION MAKING FOR THE ESTABLISHMENT OF HEV GUIDELINES.

2015/16 DELIVERABLES

- Complete the experimental phase of the project, and
- Provide a final report, with recommendations.
10. STRATEGIC OBJECTIVE
NATIONALLY CONSISTENT, RELIABLE PRODUCT AND SERVICE OFFERINGS

10.1 IVD Medical Device compliance project (phase five)
The Blood Service will continue to ensure compliance with the Therapeutic Goods Administration (TGA) new regulatory framework for the registration of in-house and In-vitro Diagnostic (IVD) medical devices.

CORE BENEFIT: LEGISLATIVE/REGULATORY COMPLIANCE ALLOWING THE BLOOD SERVICE TO MAINTAIN SERVICE PROVISION.

2015/16 DELIVERABLES
- Obtain conformity assessment certification from TGA for manufacturing in-house IVDs, and
- Implement the IVD management framework.

10.2 Laboratory Information Management System (LIMS)
This project will implement a standardised LIMS across Blood Service laboratories, which will provide an accurate planning, testing, recording and reporting capability for donor and patient testing services.

CORE BENEFIT: STANDARDISED BUSINESS PROCESSES ACROSS ALL STATES AND LABORATORIES AND REDUCED RISK OF PROVIDING INCONSISTENT LEVELS OF SERVICE.

2015/16 DELIVERABLES
- Develop system interfaces (STARLiMS Application), and
- Complete formal testing of LIMS.

MEASURE
A. We will keep our annual residual risk estimates for viral transfusion-transmissible infections within acceptable control limits and international comparators for five years.

TARGET
Within acceptable control limits

MEASURE
B. We will keep the number of process failure recalls below 0.65 per 10,000 for five years.

TARGET
≤0.65

NO CHANGE
10.4 Extended genotyping

Transfusion of D negative patients with D positive blood may lead to adverse events in some patients through the development of anti-D. This problem is normally avoided by serological blood-typing of donors and recipients. However, some donors will type D negative by serology, but are found to have an abnormal D gene by genotyping. It is important to understand whether the transfusion of blood from these donors can cause the recipient to develop an anti-D response, and whether the blood unit should be labelled as D positive or D negative. This project aims to be able to resolve such blood group serology result anomalies and reduce risk to patients.

**CORE BENEFIT:** POTENTIALLY RESOLVE BLOOD GROUP SEROLOGY RESULT ANOMALIES AND REDUCE RISK TO PATIENTS.

**2015/16 DELIVERABLES**

- Report on cost and benefits for genotyping algorithms.
11. STRATEGIC OBJECTIVE
BUSINESS OUTCOMES THROUGH RESEARCH

11.1 Reconstitution of cryopreserved platelets

Cryopreserved platelets are currently reconstituted in group AB plasma, which must be thawed for 40 minutes before use. Platelets could be available for transfusion within five minutes if they were reconstituted in an approved additive solution instead of plasma and would reduce demand for group AB plasma. This project aims to determine the suitability of additive solutions for platelet reconstitution following cryopreservation.

CORE BENEFIT: A SIMPLIFIED AND FASTER RECONSTITUTION OF CRYOPRESERVED PLATELETS AND REDUCTION IN THE REQUIREMENT FOR AB PLASMA.

2015/16 DELIVERABLES

- Identify the collaborative team and sign an agreement.

75% of research projects that are translated into changed business practice or learnings to 75% over five years.

TARGET >55%
12. STRATEGIC OBJECTIVE
ATTRACTION AND RETENTION OF THE BEST STAFF

12.1 Diversity program
This initiative will ensure delivery against the actions outlined in the Diversity Strategy and Diversity Action Plan. The program aims to broaden our diversity focus across six key areas: Cultural and Linguistic Diversity, Work Life Fit, Disability and Mental Health, Generational, Gender, and Lesbian, Gay, Bisexual, Transgender and Intersex.

**CORE BENEFIT: INCREASED ENGAGEMENT FOR TARGET DEMOGRAPHIC GROUPS.**

**2015/16 DELIVERABLES**
- Roll out campaign to raise awareness of mental health issues in the workplace
- Deliver Mindful Employer program to people managers
- Roll out Envisage online program for older workers, and
- Roll out diversity focused webinars.

12.2 Centralised recruitment
This project will implement a centralised recruitment process across the Blood Service. This would entail hiring additional recruitment consultants and administrators. The strategy will also be underpinned by improved sourcing tools and the development of a staff referral program which will reduce cost, improve talent acquisition and employee engagement.

**CORE BENEFIT: RECRUITMENT COST SAVINGS AND IMPROVED TALENT AND EMPLOYEE ENGAGEMENT.**

**2015/16 DELIVERABLES**
- Define requirements for baseline costs in 2015/16 for agency placements
- Define the change management approach and develop an ‘endorsed’ list of specialist agency providers, and
- Develop recruitment materials.

**MEASURE**
A. We will increase our Employee Engagement Survey engagement result to be within the top quartile nationally.

**TARGET**
2% increase
12.3 **Post-graduate student program**

Post-graduate projects consist of studies in collaboration with hospital specialists and leading university academics. They are highly collaborative and predominantly externally funded. Much of the work on these projects is carried by medical graduates enrolled in PhD studies under the supervision of Blood Service R&D staff.

**CORE BENEFIT:** **ATTRACTION AND RETENTION OF HIGH CALIBRE STAFF AND STUDENTS.**

**2015/16 DELIVERABLES**

- Attract a new PhD candidate to the Blood Service R&D program.

**Other supporting activities are:**

- HR Management System.
To deliver a leading edge national network we will maximise the impact of our infrastructure and skills.
13. Western Australia (WA) Rotary cord blood bank

The Rotary WA cord blood bank will become fully operational in 2015/16, commencing banking cord blood for transplantation. It will focus on the collection of cords from Aboriginal and ethnic populations, thereby increasing the genetic diversity of cord blood collected within Australia. In addition, other business opportunities within the broader tissues and cellular therapies sector will be considered to maximise return on investment and optimise use of this leading edge facility.

**CORE BENEFIT:** INCREASE DIVERSITY OF CORD BLOOD UNITS FOR IMPROVED PATIENT OUTCOMES AS WELL AS COST-EFFECTIVELY CONTRIBUTING TO THE BROADER TISSUES AND CELLULAR THERAPIES SECTOR.

**2015/16 DELIVERABLES**

- Submit the TGA licence extension application
- Undertake a site inspection and final licence approval, and
- Evaluate alternate business and operational models to maximise return on the investment.

13.2 Human Milk Banking (HMB) pilot

Human Milk Banks collect, screen, process and distribute donor human milk to infants who are at a high risk of developing life threatening conditions. Each year there are thousands of pre-term infants who would benefit from the use of human milk and only a small proportion have access to it. This initiative will plan the development of a Blood Service operated Human Milk Bank. A three year pilot study will be conducted with multiple hospital partners in order to test the concept and feasibility of the Blood Service entering this sector.

**CORE BENEFIT:** IMPROVED HEALTH OUTCOMES FOR A VULNERABLE SEGMENT OF AUSTRALIAN PRETERM INFANTS.

**2015/16 DELIVERABLES (Subject to Board approval)**

- Develop agreements with five partner hospitals and establish a Cross Jurisdictional Advisory Committee, and
- Develop a comprehensive project plan, and begin construction of a Human Milk Banking facility.
13.3 **Donor Tissue Bank of Victoria (DTBV) management contract**

The Blood Service and the DTBV are working together to identify opportunities to expand the use of human tissue for the benefit of patients. In the next year, both organisations will work together to deliver a three-year action plan together with a range of initiatives to achieve this objective.

**CORE BENEFIT:** IMPROVED OPERATING AND FINANCIAL POSITION OF DTBV.

**2015/16 DELIVERABLES**

- Finalise ongoing Service Contract with DTBV
- Utilise key Blood Service staff to continue to improve performance of the DTBV, and
- Develop a five-year Tissue Strategy with DTBV.

13.4 **Cord blood opportunities**

Cord blood is a rich source of mesenchymal stem cells. There are a growing number of clinical trials to determine whether stem cells can help patients with medical conditions either regain function or halt progression of their disease, which may also reduce future demand for blood and blood products. R&D expertise will be provided to assist in the analysis of cord blood opportunities.

**CORE BENEFIT:** NEW EXTERNAL SERVICE OPPORTUNITY FOR THE BLOOD SERVICE.

**2015/16 DELIVERABLES**

- Provide relevant R&D expertise.

Other supporting activities are:

- Develop guidelines for Affiliated Agencies within the Blood Service.
14. STRATEGIC OBJECTIVE
MORE COLLABORATIVE RESEARCH OUTPUT

14.1 Implementation of frozen blood products

The Blood Service has entered into a partnership agreement with the Australian Defence Force (ADF) for the development and supply of deep frozen blood components. The Frozen Blood Project, in collaboration with the ADF, manages the planning and implementation of manufacturing and supply processes that are required to meet the ADF’s demand for deep-frozen red cell, plasma and platelet components.

**CORE BENEFIT:** ALL THREE DEEP FROZEN BLOOD COMPONENT TYPES SUPPLIED AND AVAILABLE FOR USE BY THE ADF.

**2015/16 DELIVERABLES**

- Have arrangements in place for storage of deep frozen blood components for the ADF, and
- Implement NBMS changes for frozen platelets.

14.2 Blood donation rates in Australian migrants

This is an Australian Research Council linkage grant in partnership with external collaborators from three universities. The research builds on previous collaborative research and aims to enhance participation in blood donation among migrant groups.

**CORE BENEFIT:** INCREASED ATTRACTION OF MIGRANTS, INCLUDING THOSE WITH RARE BLOOD TYPES.

**2015/16 DELIVERABLES**

- Deliver a social marketing campaign and associated collateral that increases participation in blood donation.
14.3 Red blood cell physiology and structure – genetic factors
The aim of this collaborative research project is to study genetic factors associated with red blood cell physiology and structure that may affect blood product storage and transfusion outcomes.

CORE BENEFIT: BETTER UNDERSTANDING OF RED BLOOD CELL STORAGE.

2015/16 DELIVERABLES
- Complete a PhD thesis, and
- Complete a scientific manuscript for submission to an international journal.

14.4 Better management of the Group O blood supply
With the increased uptake of patient blood management strategies, the overall demand for red cells is reducing. However, the demand for Group O negative red cells has been less impacted therefore the proportion of red cells supplied which is Group O negative is increasing. This study will explore the use of Group O positive and Group O negative red cells to inform strategies to better manage the Group O blood supply.

CORE BENEFIT: IMPROVED AVAILABILITY AND INVENTORY MANAGEMENT OF GROUP O RED CELLS.

2015/16 DELIVERABLES
- Complete project plan
- Complete study, and
- Develop and progress recommendations.

14.5 TRANSFUSE
The TRANSFUSE study is a major collaborative study with the Australian New Zealand Intensive Care Research Centre. The study involves linking donation data to transfusion data from multiple clinical sites. The plan is to recruit 5,000 patients over 46 sites, including international sites. The study has reached the halfway point, with 2,500 patients recruited as of March 2015.

CORE BENEFIT: GENERATION OF KNOWLEDGE FOR THE WIDER BLOOD SECTOR FOR PATIENT OUTCOMES AND INVENTORY MANAGEMENT.

2015/16 DELIVERABLES
- Deliver an interim report based on a review of the trial at the halfway mark.
14.6 Cryopreserved versus Liquid Platelets for Surgical Bleeding (CLIP)

This collaborative trial will compare the safety and efficacy of conventional and cryopreserved platelets in the control of bleeding in cardiac surgery patients. This technology has the potential to revolutionise blood management, particularly in remote hospitals, leading to improved clinical practice globally.

**CORE BENEFIT:** DELIVERY OF MANUSCRIPT AND POTENTIAL FOR IMPROVED CLINICAL PRACTICE.

**2015/16 DELIVERABLES**

- Carry out trial at hospital sites, and
- Submit manuscript.
15. **Cambodian Blood Service project**

The Cambodia project is externally funded by the United States President’s Emergency Plan for AIDS Relief (PEPFAR) and supports improvement of the Cambodian National Blood Transfusion Centre with the overall goal of the provision of a safe, sustainable and sufficient supply of blood and blood products to the Cambodian people.

**CORE BENEFIT:** IMPROVEMENT OF THE SAFETY, SUFFICIENCY AND SUSTAINABILITY OF THE NATIONAL BLOOD SUPPLY IN CAMBODIA.

**2015/16 DELIVERABLES**

- Deliver the chart of accounts, and
- Have laboratory standard operating procedures in place at the National Blood Transfusion Centre and Strategic Research Committee with staff training records.

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15.2 **Indonesian quality management project**

The Indonesia project is funded externally by Australian Red Cross humanitarian funds. Its purpose is to provide support to the Indonesian Red Cross (PMI) to work towards a sufficient, sustainable and quality national blood service with a focus on PMI headquarters. The project has built a solid framework for the national quality system.

**CORE BENEFIT:** MANAGEMENT, QUALITY MANAGEMENT, MONITORING AND EVALUATION SYSTEMS ARE DEVELOPED AND IMPLEMENTED AT THE CENTRAL BLOOD TRANSFUSION SERVICE.

**2015/16 DELIVERABLES**

- Complete and refine the training program and materials
- Complete the systems review and improvement
- Consolidate the Quality Management System/Good Manufacturing Practice training, and
- Repeat the baseline assessments to measure improvement.

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A LEADING EDGE NATIONAL NETWORK: STRATEGIC OBJECTIVES
15.3 International PhD student program

Supervision and laboratory facilities will be provided by the Blood Service to international PhD students. Currently a PhD student from Nepal, funded through an external scholarship, is working on Blood Service product safety projects.

**CORE BENEFIT:** INCREASED RESEARCH COLLABORATION AND BLOOD MANAGEMENT IN PARTNER DEVELOPING COUNTRY.

**2015/16 DELIVERABLES**

- Deliver student reports.
STRATEGIC OBJECTIVE
AN IDEALLY DISTRIBUTED COLLECTION NETWORK

MEASURE
A. We will increase our collection network capacity utilisation from 35.2% to 50% over five years.

TARGET
39%

16.1 Collection site strategy
The collection site strategy seeks to raise the Blood Services’ capacity utilisation over three years while appropriately matching donor centre size and number to the number of required collections.

CORE BENEFIT: INCREASED NETWORK CAPACITY UTILISATION.

2015/16 DELIVERABLES
• Review property master plan 2016/17 – 2018/19, and
• Implement specific site initiatives outlined in the property master plan.

16.2 Collections management capability review and development
This initiative will focus on the implementation of a talent management review that measures the capability of the Donor Services collections leadership team. The program will drive improved performance and enhance the collections leadership bench-strength through retention, acquisition and optimisation strategies.

CORE BENEFIT: IMPROVED STAFF SATISFACTION AND PRODUCTIVITY.

2015/16 DELIVERABLES
• Implement transition, training and career plans for Area Manager (AM) role
• Conduct comprehensive talent review Donor Centre Manager (DCM) role, and
• Implement transition, training and career plans for DCM role.
17. **National Blood Management System (NBMS) semester patch**

To maintain support of the NBMS, it is necessary to apply periodic full software updates referred to as a semester patch. The existing production environment requires an update to maintain the ability to apply fixes and enhancements to the environment, and is also a prerequisite to implement new modules of eProgsesa.

**CORE BENEFIT:** RELIABILITY, SPEED AND WARRANTY OF THE BLOOD SERVICE CORE SYSTEM.

**2015/16 DELIVERABLES**

- Prepare for, test and validate the patch, and
- Implement patch.

17.2 **NBMS future state initiative**

This initiative is to undertake a major tender to seek upgraded or alternative infrastructure support and operational arrangements for the NBMS. The outcome of the tender will support the development of an applicable business case. The initiative also encompasses the transition to the new support arrangements and migration of NBMS from six-year-old infrastructure to new technology.

**CORE BENEFIT:** NBMS CONTINUES TO BE AVAILABLE AND HAVE CAPACITY TO MEET BLOOD SERVICE REQUIREMENTS.

**2015/16 DELIVERABLES**

- Complete a tender assessment and approve a preferred supplier
- Establish a contract with the preferred supplier and place infrastructure orders
- Implement and deliver infrastructure, and
- Migrate the NBMS application to the new infrastructure (for all 10 environments).
17.3 Security improvement program

Due to the increasing scale and complexity of information security threats, the security improvement program will build on the improvements implemented in the past three years to further enhance the information security management capabilities of the Blood Service. This will support adherence to the new federal Privacy Act and address risks contained within the Australian Signals Directorate’s top 35 information security risk assessment.

2015/16 DELIVERABLES

- Deploy a data sanitisation tool
- Select a tool to support adherence to the Data Classification policy
- Complete security penetration testing and implement recommendations from the test results, and
- Issue a tender for managed security services.

CORE BENEFIT: INFORMATION SECURITY RISKS ARE MANAGED/MITIGATED AT ACCEPTABLE LEVELS.
18. **STRATEGIC OBJECTIVE**  
**HIGHLY COMPETITIVE AND GROWING EXTERNAL SERVICES**

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**MEASURE**

A. We will increase our *external services revenue* from $1.35 million per annum to more than $5 million per annum over five years.

**TARGET**

$1.8m

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### 18.1 Management of business development activity

This initiative supports the continual development of the business development function that enables the Blood Service to maximise the use of its national infrastructure and skills for the benefit of the health sector. This function takes a lead role in identifying new opportunities and coordinating internal resources to respond.

**CORE BENEFIT:** ESTABLISH NEW BUSINESS LINES AND GROW EXTERNAL SERVICES REVENUE.

**2015/16 DELIVERABLES**

- Define potential opportunities in quality consulting, and
- Develop a marketing plan for Transfusion Education.

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### 18.2 Tissue Typing Costing Model

The Transplantation Services cost model is an excel database which calculates the cost of each test performed in the laboratory. This initiative will see the review of the model, development of recommendations for the long-term sustainability of the costing and output-based funding model.

**CORE BENEFIT:** FULL AND ACCURATE COST RECOVERY.

**2015/16 DELIVERABLES**

- Finalise ‘as-is’ assessment and requirements
- Complete an options assessment, and
- Implement, test and go live.
Over the next five years our goal is to have 75 per cent of our research result in changed business practices or learnings. We’ll achieve this by promoting internal and external dialogue; ensuring research initiatives align with business needs and increasing visibility of our research.
Target: Translate more than 75% of research outcomes into changed practice or learnings.

How research & development supports the blood service

Donor behaviour
We investigate ways to recruit, motivate and retain donors.

Donor health and wellbeing
We examine how to improve the donation experience and keep our donors happy and healthy.

Product development and storage
We explore ways to process blood more efficiently, improve storage life and reduce waste.

Product safety
We identify current and emerging risks and develop ways to measure and control them.

Product usage
We analyse how blood products are used so we can provide the right product for every patient.

Transplantation and immunogenetics
We optimise the match between organ donors and patients.