



Australian Red Cross
Lifeblood[®]



Business Plan

2021/22 – 2022/23

An aerial photograph of a beach. The top half of the image shows the ocean with white-capped waves crashing onto the shore. The bottom half shows a wide, sandy beach. Two people are sitting on the sand near the water's edge. The text is overlaid on the left side of the image.

**We acknowledge and pay our respects
to the past, present, and future
Traditional Custodians and Elders of
this nation and the continuation of
cultural, spiritual, and educational
practices of Aboriginal and
Torres Strait Islander peoples.**

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Our purpose

Life-giving blood, plasma, transplantation and biological products for world-leading health outcomes.

Through the power of humanity

Our values

Our values guide how we work with our donors, customers, communities and each other in pursuit of our purpose.



Safety and Quality

We make safety and quality part of everything we do.



Integrity

We act honestly and ethically at all times.



Service

We focus on meeting the needs of patients, the community, customers, donors, stakeholders and colleagues.



Collaboration

We work together to achieve our goals.



Accountability

We take ownership of our actions and behaviours to achieve our goals.



Excellence

We strive to be the best at what we do.

Our leadership principles



Trust and be trusted

Be authentic. Keep your commitments and act with integrity. Invest in relationships. Listen to understand. Talk straight and communicate the why.



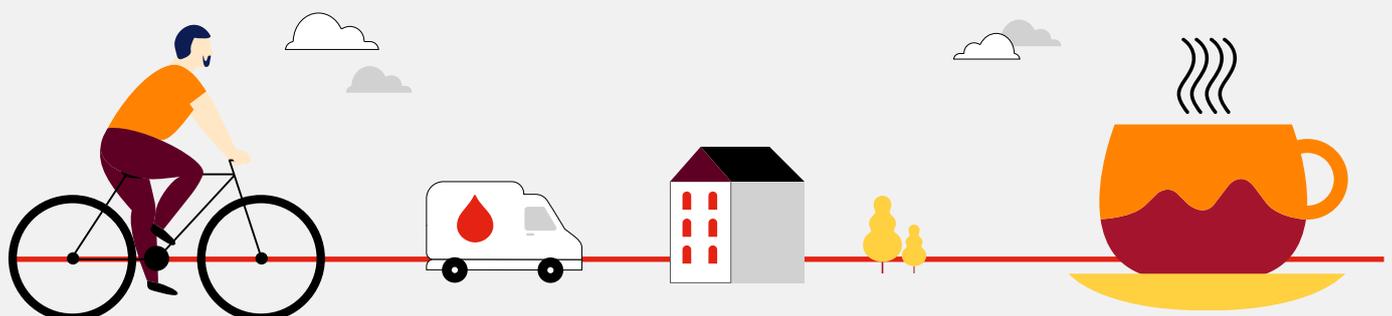
Inspire and be inspired

Be positive. Focus on the big picture. Delight our customers and each other. Work together for a shared purpose. Celebrate success.



Challenge and be challenged

Be bold. Take ownership. Set high standards and focus on results. Step outside your comfort zone. Handle tough conversations with respect.



From our Chief Executive



The COVID-19 pandemic continues to be a major theme in our lives. While the experience of the pandemic has affected Australians in different ways, we have all been united by living through this extended period of uncertainty in which we have scrambled to understand rapidly changing information, find new ways to work, learn, connect and be human. We've developed agility and resilience and found that organisations that had a strong sense of purpose and fundamental values, such as Lifeblood, were stronger for their ability to unite people. Our donors, the heartbeat of the nation, have demonstrated their ongoing generosity and willingness to help others even during times of great challenge.

Throughout the pandemic, we've also seen the acceleration of trends that were already underway, such as rapid technological transformation across all sectors and the expansion of advanced robotics, genomics and precision medicine. The desire for a personalised consumer experience continues to be a key focus for many businesses, as does the widespread emergence of trends such as the hybrid, flexible workforce. While we were already responding to these as part of our Blood and Beyond – Strategy 2023, we've had to adapt and increase the speed of response to meet the challenges and opportunities they have brought.

When we launched our four-year Blood and Beyond – Strategy 2023 in July 2019, a pandemic was a known but low probability risk. When the consequences of COVID-19 became apparent in early 2020, we reviewed our strategy in light of the information at hand and quickly understood that our strategy was sound, but the way in which we operate had to change out of necessity and will continue to evolve.

We're now in year three for the execution of our strategy and are focused on delivering the large number of projects already underway. In every area of the organisation, we're transforming to become more efficient, agile and resilient, never taking our eye off our purpose to deliver life-giving blood, plasma, transplantation and biological products for world-leading health outcomes and our strategic intent to provide a greater contribution to Australian healthcare. We will continue to partner with government, who have approved plasma growth targets to help secure Australia's plasma needs. Many of the projects underway are assisting us to grow our capability and deliver on the growth capacity of Lifeblood.

We've already delivered a number of projects to improve our collections and the experience of our generous donors. We continue a significant amount of work to ensure our donors have a great, personalised experience throughout their journey with Lifeblood and that we embed our brand to appeal to younger and diverse new donors. We continue to reimagine our products and services, searching for and delivering solutions fit-for-purpose for our customers and patients in need. These products make a difference to thousands of lives every day. There are premature babies needing donated breast milk, or people who are experiencing trauma, cancer or a difficult pregnancy. There are those who urgently need an organ transplant, and people who need our products to improve their quality of life, such as immunoglobulin or serum eye-drops.

We also continue to focus on improving the experience of our dedicated, innovative and passionate workforce.

For those whose vital work must be done within one of our facilities, particularly in our donor and processing centres, we continue to strive to ensure a safe operation, with an unwavering commitment to maintaining all of our facilities as places of wellness. For those who have been able to work remotely through the pandemic, we're well on the way to transitioning to an operating model where they can work flexibly, with agility and where they can get great outcomes. For all of our people we have adapted to a more digital world, with cloud-based systems and technology, where the majority of inductions and training, meetings and forums, and customer interactions are now done virtually.

Underpinning all of this work is our desire, driven by our people, to be a sustainable organisation. In the past 12 months we've developed a Sustainability Roadmap based on the three pillars of Environment, Social and Governance. We've set Scope 1 and 2 targets to reduce our carbon emissions with the goal of being net carbon neutral by 2050. We've also made great progress in putting strong governance frameworks in place across financial management, risk, planning and procurement, to ensure the vital work we do doesn't negatively impact the environment or society.

I am tremendously proud and excited by the work that has been achieved to date and it is within this context that we set out our 2021–23 Business Plan to deliver on our contracts with those who fund our activities, to deliver against our strategic plan and to shape Lifeblood to be an agile, progressive and resilient organisation that continues to thrive in an uncertain future.

Ms Shelly Park
Chief Executive

We've already delivered a number of projects to improve our collections and the experience of our generous donors.

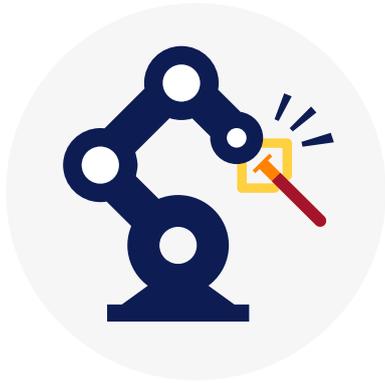
Shelly Park, Chief Executive



Strategic performance measures

Each strategic pillar is supported by a set of strategic objectives and backed by rigorous performance measures with defined targets. Achieving these targets will mean we have changed and saved the lives of many and are making a difference to the health of all Australians.





Business Optimisation

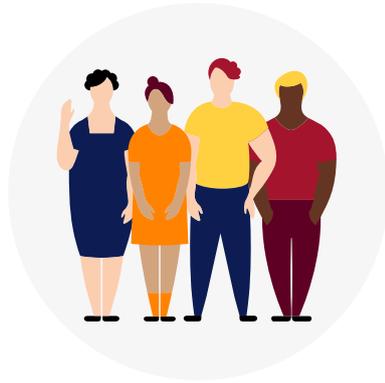
We'll continuously improve our operations across all products and service lines through our entire supply chain to deliver value for money to governments.

Our 2023 targets:

1. Maintain cost increases at less than 75 per cent of the Health Consumer Price Index
2. Achieve top quartile international performance in waste minimisation and productivity in collections, processing and testing

Our 2021-22 targets:

- To grow our donor panel to an active panel size of between 600,000 and 650,000 by the end of the 2022 calendar year
- To meet our annual budget targets
- To achieve collections to plan (whole blood, plasma, platelets in doses) of $\geq 98\% \leq 102\%$
- To achieve a rate of preventable discards per collection in Manufacturing of $\leq 1\%$
- To achieve a rate of preventable discards per collection in Donor Services of $\leq 3.28\%$



Customer Experience

We'll deliver exceptional experiences for our customers: our donors, health providers, clinicians, recipients and our people.

Our 2023 targets:

1. Provide exceptional experiences for all of our customer groups - including achieving over 88 per cent in Donor Net Promoter Score and more than 90 per cent on our Health Customer Satisfaction Score
2. Achieve our target of a less-than-one Lost Time Injury Frequency Rate with the ambition to reach zero workplace injuries
3. Maintain safe, high-quality products and services for our customers

Our 2021-22 targets:

- To have a Donor Net Promoter Score of greater than $\geq 88\%$
- To deliver clinically acceptable blood products in full and on time $\geq 99\%$ of the time
- To deliver pasteurised human milk in full and on time $\geq 98\%$ of the time
- To maintain a Health Customer Satisfaction Score of $\geq 92\%$
- With the ambition to reach zero workplace injuries, reduce our Lost Time Injury Frequency Rate to ≤ 1.52
- To have zero overdue external regulatory audit actions



Enhancing Healthcare

We'll invest in growth areas that will make a greater contribution to healthcare, secure Australian plasma and develop our genomics capabilities.

Our 2023 targets:

1. Establish with governments and deliver on an agreed cost-competitive plasma policy that ensures the ongoing security of the nation's plasma for fractionation supply
2. Leverage our skills and capabilities to deliver new and enhanced health products and services to achieve improved health outcomes addressing patient needs and increasing end-to-end health sector capability

Our 2021-22 targets:

- To meet our annual plasma targets established with government
- To meet our 2021-22 plasma cost commitments
- To genotype 8,400 donor samples
- To supply 3,500 litres of donor human milk to hospital neonatal intensive care units

Strategic Pillar 1

Business Optimisation

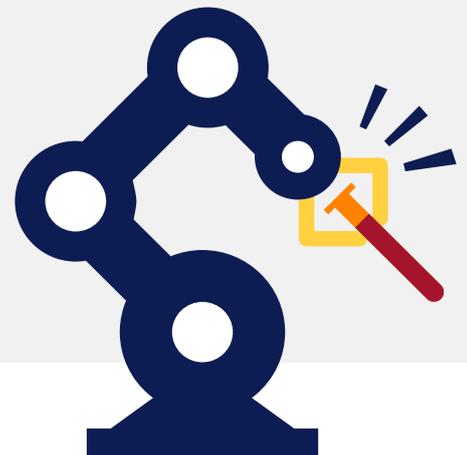
We will continue to improve our standing as a global leader in best practice production of safe, high-quality, secure and affordable biological products.

Following the COVID-19 pandemic, the Australian health sector has learned to rapidly pivot to new ways of working. It's critical now more than ever that we continue to deliver efficiencies across our entire business.

This focus will help us secure Australia's plasma supply by both bringing down the cost of locally sourced plasma and providing value for money to governments and taxpayers. This means optimising our business across all of our operations, product lines and services.

In 2021-22 we'll continue to strategically invest in our people, systems and technology to deliver improved, more efficient business operations. This includes our next generation of automated testing systems that ensure the continuity of screening services for the supply of blood products, and processing and supply chain automation. Removing repetitive manual tasks will improve safety and free up our highly trained teams to focus on quality in our processes and service to our customers.

It's critical now more than ever that we continue to deliver efficiencies across our entire business.



Strategic objectives - Blood and Beyond - Strategy 2023

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Optimise donor panel

To strengthen our understanding of our donors and the effects of shifting demographics so we can effectively and efficiently meet product demand



Optimise business operations

To be a leading international biological manufacturer across collections, processing, testing, distribution and supporting services



Deliver a smart supply chain

To optimise our whole-of-business supply chain with automated business processes, digital touchpoints for data-driven decision-making, electronic linkage with health customers and the ability to track products in real-time

Strategic initiatives

Business Optimisation

LabNet

The LabNet project will deliver a Laboratory Information Management System capable of meeting our current and future requirements to support operational capabilities across the Red Cell Reference (RCR), Transplantation and Immunogenetics and Manufacturing laboratories. It will deliver a suitable, integrated, modern system that can manage all laboratory information and support complex workflow, approval and reporting functions. With RCR patient testing functionality now implemented the focus moves to Transplantation and Immunogenetics Services. Future phases will include RCR Donor Testing and Manufacturing functionalities.

Testing Enhancement

We have a vision for total laboratory automation, which will be supported through delivery of a number of testing enhancement initiatives. Through advances in automation and blood screening technology, we're able to improve our testing and sample handling processes, streamline workflows and improve safety, quality and efficiency by removing manual processes while improving system control.

The current program of work includes delivering the Panther nucleic acid testing analysers, a complementary second line immunoassay system, a supplemental infectious disease serology and donor chemistry system and laboratory automation of sample tube management at processing centres.

Processing Enhancement

Processing Enhancement defines the best practice future-state for processing blood and plasma products. Integrating new technology such as robotics, automation and conveyors into our processing laboratories is critical. This will significantly reduce manual handling, improve traceability and real-time data capture, and provide improved system control during the manufacturing process.

Current initiatives include automating the labelling and verification process to reduce manual handling and improve component quality through consistent label integrity checks and system controls. We're also planning to introduce a red cell filtration system to record donation details. We'll be able to use this system for traceability and to automate the manufacturing steps of the process.

Smart Supply Chain

A Smart Supply Chain will be delivered through automation of processes, digital product tracking and customer and supplier e-linkages. This will provide greater end-to-end visibility, reduce waste and improve our decision-making to maximise product availability and effectively meet customer demand. Contributing to this is the Integrated Business Planning project which will align supply with demand through a fit-for-purpose fully integrated solution to automate manual processes and decision making, provide clear business rules and reduce planning cycle times. The program will also continue reviewing logistics to our warehouse network to enable safer, more efficient operations and a transport strategy to inform upcoming transport tenders and provide greater visibility of supplier performance and cost.

Component Design and Enhancement

Component Design and Enhancement (CDE) provides oversight and alignment of key initiatives that underpin the Serum Eyedrop project, while also pursuing a set of objectives aimed at improving the quality and integrity of our components and processes. CDE will continue to evaluate and validate allogeneic serum eyedrops with a view to achieving regulatory approval for licensing and implementation. Evaluation, validation and implementation will also continue on an alternative additive solution for the resuspension of washed red cells as the current product is being withdrawn from the market. We're also looking into adopting a reduced volume of platelet additive solution for platelet pooling.

Finance Enterprise Resource Planning and Performance

We're replacing our current Finance, Asset and Inventory Management System (FAIMS) with a cloud-based software as a service solution that will suit our business needs. At the same time, our planning and budgeting solution will be moved to the cloud through an Enterprise Performance Management system. These solutions will enhance our financial and reporting functionality and provide efficiencies through integrated reporting, reconciliations, budgeting, forecasting and cost-modelling.



Strategic initiatives

Business Optimisation (continued)

Shipper Project

All of our blood packs and other products are packed into shippers with the appropriate coolants and monitoring devices before being distributed. With the current shipper having been in use for over 15 years, this initiative seeks to identify a suitable replacement. A new shipper will reduce deviation occurrences, and improve the safety and experience of our people and customers, while also reducing packaging waste.

Marketing Cloud – Phase 2

This initiative will leverage the capability built as part of our Marketing Automation Platform which went live recently. It'll continue to support the growth of our donor panel by enabling us to personalise communications with our donors. We can improve the donor experiences as they move between devices and interact with us on website homepages, campaign landing pages or through the appointment-making funnel. This will deliver increased benefits from our marketing effort across retention and acquisition activities.

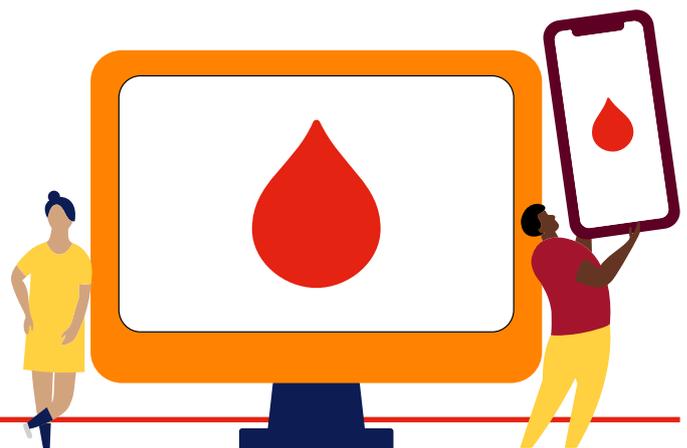
Consumables Supply Chain

As part of our roadmap to transform our consumables, services and equipment supply chain post-COVID, this program will further mature our approach to the areas of source to contract, fulfilment, inventory and contract management.

Consumable and Assets Enterprise Resource Planning

To improve the management of consumables and critical business assets, Lifeblood will implement an asset and supply chain management system. Many existing manual processes will be digitised, giving us greater visibility of consumables and stock at all points of the supply chain. We'll have automatic stock replenishment through material resource planning and integrated scanning solutions for all warehouses, laboratories and donor centres.

We can improve the donor experiences as they move between devices and interact with us on website homepages, campaign landing pages or through the appointment-making funnel.





Strategic Pillar 2

Customer Experience

We're recognised as an exceptional organisation that delivers a genuinely personalised connection with the people who receive our products and services.

We strive to always be a customer-first organisation for our key customer groups: our people, health customers and donors. We'll strengthen our focus on the things that matter most to all of our customers and continue to develop insights into their needs and wants to deliver outstanding customer experiences.

In 2021-22 we'll focus on customer experience and continue to improve our communications with donors through targeted, relevant messaging and by making it easier for them to interact with us.

We'll strengthen our focus on the things that matter most to all of our customers and continue to develop insights into their needs and wants to deliver outstanding customer experiences.



Strategic objectives - Blood and Beyond - Strategy 2023

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Improve our people's safety and experience

Provide exceptional experiences for our people and ensure their safety and wellbeing remains our top priority



Improve health customer experience

An in-depth understanding of our health customer expectations, delivering outcomes that solve their problems and provide personalised services



Improve donor safety and experience

A human-centred organisation, using digital engagement and real-time insight tools to continuously enhance the donor's experience and ensure their safety

Strategic initiatives

Customer Experience

Donor Experience

The next phase of the Electronic Donor Questionnaire project will see the rollout of Couch Side Check-In technology that enables returning plasma for fractionation donors to complete an electronic questionnaire at couch side rather than in interview rooms. By going straight to couch, the time spent in centre is shortened, making for a better donor experience. It also improves our data quality by removing the manual task of recording and transcribing information collected. This will be followed by the design, development and implementation of an online at home version of the questionnaire. This would allow donors to complete the questionnaire in their own time up to 24 hours before their appointment at home, reducing the overall time spent in the donor centre.

National Contact Centre of the Future

We'll continue to implement recommendations from the external review of National Contact Centre operations to help deliver our plasma growth strategy and service our critical whole blood and special component donors. Enhancements to platforms, technologies, structures and capabilities will deliver further efficiencies through digital enablement, provide growth and development opportunities for our people, and keep our donors and their experience central to everything we do.

Customer Experience Transformation

Customer Experience Transformation is working to ensure Lifeblood delivers on our brand promise through positive and memorable customer experiences. Having defined the vision and designed the foundations to address identified opportunities, we can now start uplifting employee capability and delivering processes to improve the experience for our customers and our people.

People Central Phase 2

People Central is our enterprise human capital management system. Following the success of the core foundation module, which includes a new master record system for all workforce information and self-assist and support functionality, Phase 2 will implement recruitment, onboarding and learning and development into our integrated suite of modules. This will further rationalise a number of disparate legacy and non-integrated systems currently in use and provide an enhanced user experience for our people.

Payroll and Time & Attendance System

Currently the payroll and time recording functions operate as standalone systems. This project looks at integrating these systems into the People Central suite or possibly replacing these systems. Integrating these modules will create efficiencies, reduce risk and improve reporting by making it easy to analyse data from a single system.

Lifeblood Website Redevelopment

Redeveloping our website is an important part of raising the awareness of the Lifeblood brand and the diversity of our business. This project will consolidate a number of individual websites into a single, best-in-class corporate website showcasing the breadth and depth of our products and services. It'll deliver an exceptional digital experience for our customers and increase user engagement through an informative and easy to use website.

By going straight to couch, the time spent in centre is shortened, making for a better donor experience.



Strategic Pillar 3

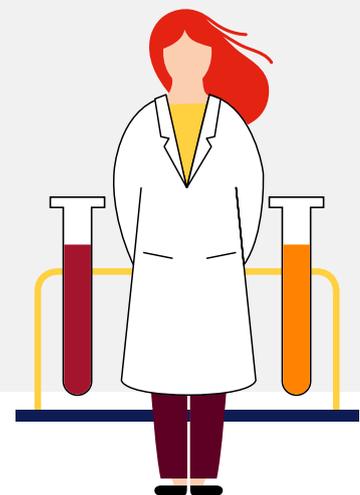
Enhancing healthcare

We play an important role within the Australian healthcare system and our valuable connections support internationally recognised health outcomes.

We continue to aim for improved health outcomes for Australians by leveraging our unique experience, infrastructure and capabilities. We support plasma product demand as it grows in Australia to protect the security of the nation's supply. In 2021–22 we'll grow our contribution and add value to Australian healthcare

by delivering on the plasma targets agreed with government. We'll continue to expand our health partnerships to develop products that meet customers' needs and leverage the advancements made in precision medicine and the emergence of genomics.

In 2021–22 we'll grow our contribution and add value to Australian healthcare by delivering on the plasma targets agreed with government.



Strategic objectives - Blood and Beyond - Strategy 2023

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Establish Australian plasma security

To provide security of supply for Australian plasma that is cost-competitive



Empower genomics transformation

To develop and mature our genomics capabilities to deliver benefits for donors, patients and the healthcare sector



Deliver a greater contribution to healthcare

To enhance our contribution to Australian healthcare with the sustainable growth of new products and services that support improved health outcomes

Strategic initiatives Enhancing Healthcare

Plasma Strategy Project

Government has formally approved increased plasma collection targets following consideration of our Plasma Business Case. This means we'll significantly increase the tonnage of plasma supplied for fractionation each year for the next four years. To manage the additional volumes, the project is embedding a long term strategy with initiatives focusing on the end-to-end plasma supply chain to reduce cost and increase capacity. Current initiatives include a pilot to trial enhanced donor recognition initiatives designed to improve donation frequency, and a Plasma Accelerator Group delivering solutions to support ongoing growth plans.

Microbiome

Our Microbiome pilot will leverage our existing infrastructure, skills and capabilities in order to meet a critical unmet need in the Australian healthcare sector. In this pilot, we'll provide Fiona Stanley Hospital in Perth, Western Australia with a reliable supply of faecal microbiota transplants, to treat patients suffering from the debilitating and life-threatening recurrent clostridium difficile infection. We'll also research the use of product for other conditions such as ulcerative colitis, irritable bowel syndrome and Crohn's disease.

Our Microbiome pilot will leverage our existing infrastructure, skills and capabilities in order to meet a critical unmet need in the Australian healthcare sector.

Human Leucocyte Antigen Compatible Red Cell Transfusion Pilot

In this pilot we are partnering with leading Australian hospitals to deliver the Human Leucocyte Antigen (HLA) Compatible Red Cell Transfusion Pilot Study. This is a world-leading clinical study to investigate if the provision of HLA compatible red cells can reduce the risks of HLA sensitisation caused by blood transfusion and improve transplant outcomes and quality of life for patients by allowing more transplants to go ahead and reducing organ rejection rates.

Blood Transfusion Genomics Consortium Transfusion Array

Lifeblood is collaborating with the Blood Transfusion Genomics Consortium to assess their genotyping transfusion array for its suitability for mainstream donor screening (red cell blood group typing, Human Leucocyte Antigen screening and Human Platelet Antigen typing) for transfusion purposes. This will ensure we are ready to meet the increasing demand for genotype/phenotype matched products associated with the rise of precision medicine.

National Milk Infrastructure

Since we started collecting donated breast milk, eleven hospitals across South Australia, New South Wales and Queensland can order milk 'on demand'. Building on this success and with funding provided by the Commonwealth Department of Health, we're establishing a new, larger facility in collaboration with the Queensland Milk Bank. This new facility will allow us to expand capacity and conduct future research into the benefits of donated breast milk. Other infrastructure building activity includes renovations at the Sydney processing centre and construction of additional distribution hubs to support Australia's most vulnerable infants.

Anti-D Review Implementation

The anti-D donor program is an integral part of our operations which has helped protect the babies of over two million Australian women. To ensure the efficiency and sustainability of the program, this initiative will implement a combination of process and system changes following a review which examined the availability of product supply and the number of active donors on the anti-D panel.



Strategic foundations

Our five strategic foundations underpin the way we operate as an organisation and enable us to work towards the successful delivery of our strategy.

1. Workforce and Culture

Our people are vital to our success, both in delivering our strategy and providing additional value for Australian healthcare. Our working environment, culture, career development, job design and engagement all enable the transformational changes we envision.

People and Culture Roadmap

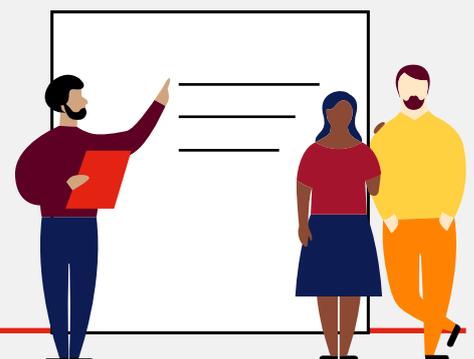
The People and Culture roadmap covers our people's experience at work while keeping an unrelenting focus on one of our top priorities: health, safety and wellbeing. This work helps us to align the motivations and value that our people bring with delivering on Lifeblood's organisational objectives. This is especially critical in light of the ongoing impacts from the COVID-19 pandemic, changed ways of working and broader societal impacts. This roadmap reflects our continued investment in ensuring that we have the capability and capacity needed, while always being aligned with Lifeblood's purpose, values and leadership principles.

New Normal

The New Normal program is a strategic response to the COVID-19 pandemic. The program has provided a long-term reimagining of how our operating models and ways of working have and will continue to change, so we can deliver on our strategy within a rapidly changing landscape. Three key themes — network resilience, flexible remote working and Lifeblood as a place of wellness — will continue to drive change in our 'new normal'. These changes will continue to be embedded within our business and the way we operate.

Agile Transformation

We are implementing new Agile ways of working to help us be more responsive to change and deliver value and business benefits sooner through increased collaboration and communication across delivery teams. This transformation includes developing a range of new Agile skills and capabilities for application in the delivery of key strategic initiatives.



2. Technology

Technology is the backbone of our business. Supporting our evolving customer needs, it provides modern supporting systems, infrastructure and digital enablement.

Cyber Security program

We'll continue to improve our cyber security by investing in best practice tools that strengthen our ability to monitor our environment, and through the continuous maturity uplift of our security operations. Through our cyber safety program we'll continue to ensure our people are equipped with cyber safety skills, and that the organisation is an effective frontline defence to prevent, react to and manage security threats.

National Blood Management System (NBMS) Platform Replacement

The server hardware which underpins our critical NBMS platform is nearing its end of life. This project will investigate the available storage options of: direct replacement, shifting to alternate hardware on premise, migration to cloud or a hosted service.

Network Segmentation and Security

The Network Segmentation and Security project is a key security enablement in the implementation of our digital initiatives. This work will allow us to separate out controlled and uncontrolled devices such as third-party vendor instruments on our network.

Integration Roadmap Execution

As we move more of our applications and services to the cloud, integration becomes extremely important and we need a platform that can support a modern cloud and software-as-a-service architecture. A new platform will reduce enterprise risk and introduce cloud integration and Internet of Things streaming capabilities.

Cloud Migration of Existing Applications

Using cloud technologies, Lifeblood will be able to shift from traditional on-premise infrastructure to an on-demand, consumption-based, elastic compute model eliminating the need to procure or manage physical infrastructure for our data centres or maintain a core data centre presence. This will achieve faster, cheaper and more advanced capabilities.

3. Business Analytics and Intelligence

As an insight driven organisation, we support evidence based decision making. We use data insights and research findings to convert knowledge to value. Our advanced analytics is focused on solving our complex business problems; delivering our plasma targets and understanding the factors that influence donor reliability and attendance. Through scenario modelling we enable our stakeholders to have informed discussions when making decisions.

Modern Data and Analytics Platform

This project will deliver a cloud-based Modern Data and Analytics platform that will provide faster, more robust, and better governed data to decision makers to support Lifeblood as a data driven organisation. Through machine-learning and advanced analytics services, we will provide greater business insights and quicker time to value of our data for operational decision making, supporting delivery of the organisation's strategy.

Power BI

There has been an increased adoption of Power BI across the business as both an analytical, visualisation, dashboarding and reporting tool due to its ease of use and familiarity as a Microsoft Office product.

This initiative looks to continue our roll-out of managed data-sets to provide business users access to reliable data and analytics through Power BI, and to enable them to share information with their colleagues securely and with appropriate governance.

GeoSpatial Analytics

This initiative will explore and implement a Geographic Information System as a means to capture, analyse, and present spatial data for insights. This data might include site and donor locations, census demographics and population health data, giving us richer information and more options for visualising and solving business problems.

4. Partnerships

We have strong links to clinical health providers and researchers, and are a trusted partner of choice for government. We help solve critical health challenges and contribute to wider population health strategies.

Government Priorities And Partnerships

We actively partner with the National Blood Authority (NBA) and governments to deliver on a number of government priority areas. One of our key areas of focus is working in collaboration with leading research, health and education organisations to contribute collectively to cutting-edge research that benefits Australian patients and improves health outcomes. We support government implementation of changes, new practices and processes and also partner with international blood operators, humanitarian organisations, not-for-profit organisations and government bodies to contribute to a healthy international blood sector.

Our continued response to the impacts of COVID-19 has ensured consistency with Commonwealth, State and Territory Government public health guidelines. This has been key in how our organisation has operated as an essential service provider for the health sector and Australian community, and in how we interact with our donors, hospital customers and our people.

Plasma for Fractionation

Plasma is a critical part of our business and we will continue to partner with governments to meet our annual plasma targets. We will implement our plans to deliver increased volumes for fractionation and ensure effective and efficient implementation of our long-term strategy, in line with established targets. This focuses on increasing capacity to meet the growing demand for plasma products and includes regular reporting and participating in joint governance with government.

BloodNet/National Blood Management System Integration

This project is a joint initiative between Lifeblood and the NBA to improve the level of integration between BloodNet, the National Blood Authority's online ordering and receipting system, and various Lifeblood systems, including the National Blood Management System.

Research and Development program

Our Research and Development programs conduct world-class research and monitors the external environment for emerging opportunities or threats in the blood sector. Outcomes from our research projects provide evidence to inform decision making and ensure the sufficient supply of safe and cost-effective blood and blood products. Lifeblood research and development work is undertaken in accordance with the National Blood Research and Development Strategic Priorities, and is underpinned by five core programs: donor behaviour, donor health and wellbeing, product safety, product development and storage, and product usage.

Supply and Demand Management

Supply and demand management is central to our operating model and provides direction across our supply chain. From collections to processing and distribution, it ensures supply is available to meet demand and support government demand management initiatives.

We continuously monitor and respond to changes in demand through our collection activities, production facilities and distribution channels to reduce the chance of supply shortages. We will continue to invest and focus on our supply and demand management practices to keep pace with the evolving nature of product demand for blood and plasma products. This includes consideration of enhancements delivered through our strategic focus on Smart Supply Chain.

Business Continuity Planning

Our Business Continuity Program provides a framework for crisis management planning and training for critical staff who are required in the case of national or regional emergencies where the supply of our products may be at risk. Our continuity plans are constantly tested and reviewed through scenario-based approaches as well as in real practice, as has been the case for our response to COVID-19. This leads to continuous improvement and strengthening of our ability to respond to emergency events. In support of national contingency plans, we participate in NBA-led contingency simulations and continue to enhance integration between the Lifeblood Crisis Management Framework and Plan with the National Blood Supply Contingency Plan to reduce the potential for supply shortages and ensure Lifeblood can respond appropriately during any activation of contingency arrangements.

Group O Negative Usage in Hospitals

In partnership with the NBA, Lifeblood will continue to work with a selection of hospitals to understand the underlying challenges in managing demand and use of group O negative red cells. This is to determine strategies and practices for the alignment of demand with supply for this universal blood product, and to inform National Inventory Management Framework arrangements.

Patient Blood Management

Patient Blood Management (PBM) optimises patient outcomes through individualised medicine. This involves a multidisciplinary team at Lifeblood that places the patient in the centre of evidence-based decision making to better manage their blood. Through health partnerships with the NBA and other stakeholders, the PBM program aims to ensure responsible, sustainable and appropriate use of blood and blood products. This is done by providing a supporting role in the development and delivery of patient blood management education, resources and transfusion medicine clinical advice. We continue to provide support to the health sector to achieve best use of blood and blood products while at all times looking to improve patient safety.

Outcomes from our research projects provide evidence to inform decision making and ensure the sufficient supply of safe and cost-effective blood and blood products.



5. Corporate Social Responsibility

Lifeblood’s commitment to corporate social responsibility is encapsulated in the Sustainability Roadmap which includes a best practice framework within the focus areas of Environment, Social and Governance.



Environmental

We are committed to net-zero carbon emissions by 2050.

Our environmental targets:

- Achieve scope 1 and 2 carbon emission reduction of 15% by 2025.
- Achieve scope 1 and 2 carbon emission reduction of 28% by 2030.
- Actively engage with suppliers and our people to reduce scope 3 emissions.

We are committed to net-zero carbon emissions by 2050. In support of this we are focusing on the use of environmentally friendly design and materials for all new builds, refurbishments and construction. We will also roll out cost-effective energy optimisation technology to reduce energy consumption and use greener sources.

Within our Carbon Reduction Plan Lifeblood has a number of additional existing, planned and potential initiatives to support the achievement of our emission reduction targets. This includes Energy Optimisation Phase 2 which will continue to focus on developing and implementing energy reduction strategies.

Other initiatives that support our reduction targets include reducing our office footprint, examining the packaging components and waste in product shippers, looking at alternatives to use of dry ice in operations and engaging with our main transport and other suppliers to understand their carbon reduction measures and goals.



Social

We’ll continue our focus on workplace diversity and inclusion, modern slavery and reconciliation action planning.

Our social targets:

- Meeting annual Diversity and Inclusion program milestones.
- Meeting key milestones set by Reconciliation Australia in the Reconciliation Action Plan framework.
- Modern slavery prevention made a standing agenda item in business review meetings with critical suppliers.

We’ll continue our focus on workplace diversity, modern slavery and reconciliation action planning. We promote a work environment that fosters diversity and inclusion and strengthens our commitment to the shared purpose and relationship between Indigenous and non-Indigenous Australians.

To achieve this, in 2021–22 we’ll develop and deliver the 2023 Diversity and Inclusion program. We’ll also develop and lodge our first Reconciliation Action Plan to show our commitment to a reconciled, just and equitable nation for all Australians, and provide a framework for us to support the broader movement across the country. To deliver on our modern slavery commitment, we’ve formalised a program and statement, highlighting the steps we’ll take working with our suppliers to ensure we do not contribute to modern slavery in any of its forms.





Governance

Embed sustainability into our financial management, risk and procurement decision-making.

Our governance targets:

- Sustainability prevalent in related policies, procedures and enterprise risk management.
- Percentage of tenders that include sustainability as a factor for selection.
- Sustainability included in decision-making of new business initiatives and replacement of assets.

We'll embed sustainability into our financial management, risk and procurement decision-making. Our Governance plan requires us to maintain our ethical framework for financial investments and include sustainability within our enterprise risk management practices and incorporate sustainability into procurement practices and our supplier relationship framework. Our aim is for sustainability to be a key consideration in all business decisions. Sustainability will become even more a part of our decision making process in a number of ways. We'll continue to use our Ethical Investment Framework to manage our investment portfolio. Climate risk will also be incorporated further in our enterprise risk management system, with climate change identified as a specific cause for a number of key risk areas. We'll further align our procurement practices with provisions of the Commonwealth Procurement Rules, which include consideration of sustainability and modern slavery risk compliance, and we'll embed sustainability checks into the selection of initiatives.





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Imagery used in this document was taken pre COVID-19. Australian Red Cross Lifeblood is an organisation that is actively upholding social distancing.

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Australian governments fund Australian Red Cross Lifeblood to provide blood, blood products and services to the Australian community.

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